SUSTAINABLE DEVELOPMENT STRATEGY 2001-2003

Indian and Northern Affairs Canada

February 2001

Published under the authority of the
Minister of Indian Affairs and
Northern Development
Ottawa, 2000
http://www.inac.gc.ca

QS-8577-010-EE-A1
Catalogue No. R2-123/2001-E
ISBN 0-662-29832-2

© Minister of Public Works and Government
Services Canada

Cette publication peut aussi être obtenue
en français sous le titre : Stratégie de développement durable 2001/2003

105-00744/

Minister's Message

I am pleased to present Indian and Northern Affairs Canada's (INAC) Sustainable Development Strategy 2001-2003 (SDS 2001-2003). SDS 2001-2003 builds on the successes and challenges of an initial strategy launched in 1997.

The commitments in SDS 2001-2003 represent a holistic approach to how government makes decisions based on impacts to the economic, environmental, governance, cultural and social fabric of communities and groups.

SDS 2001-2003 reflects our continuing efforts to integrate the principles of sustainable development into departmental decision making and, in partnership with First Nations, Inuit and northerners, to assist communities to build their own capacity to become self-reliant. This a formidable challenge and one we know may take many years to achieve. However, it is a challenge we must meet to foster good governance, accountability, economic certainty and fiscal stability in First Nations, Inuit and northern communities across the country.

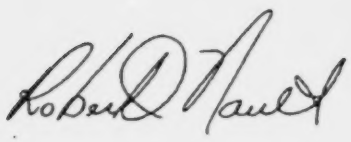
Sustainable development cannot be viewed as a disconnected initiative. It must be seen as a collective goal, to be reached through sound planning and implementation of everything we do in the department. Moving toward sustainable development requires us to fully consider the economic, environmental, governance, cultural and social impacts of our decisions on the fabric of Aboriginal and northern communities. Sustainable development is an assessment tool to help us make the right decisions.

SDS 2001-2003 is not the only vehicle the department is using to advance the concept of sustainable development. *Gathering Strength: Canada's Aboriginal Action Plan* echoes the spirit and intent of sustainable development and, primarily south of 60•, provides the department with an excellent framework within which to advance this goal. The Government of Canada and Aboriginal peoples are making progress in building partnerships and strengthening governance and fiscal relationships. This supports the core thrust of *Gathering Strength*: making a difference in the lives of individuals and communities. From improving health and public safety, to strengthening economic development, INAC is providing programs to support strong communities, people and economies. This is helping Aboriginal peoples and organizations design and deliver programs and services that meet their needs as they move toward sustainable development.

A 1999 evaluation of the implementation of the department's Sustainable Development Strategy identified a need to strengthen the management regime and to develop an efficient reporting system to capture its successes and, if necessary, to redirect its energies. As a result, significant commitments made in this strategy focus on internal management issues, including the development of a comprehensive reporting system.

In the years since the Sustainable Development Strategy was launched in 1997, the federal government has reaffirmed its commitment to incorporating the principles of sustainable development in all decision making, promising that, "In its own operations, the Government will make itself a model of environmental excellence." INAC's SDS 2001-2003 confirms this commitment by putting forward actions that will enhance the movement beyond a "greening of government" concept to a broader emphasis on integrating government's economic, social and environmental operations to promote enhanced quality of life for Aboriginal peoples and northerners.

As Minister of Indian Affairs and Northern Development, I am committed to Sustainable Development Strategy 2001-2003, and to ensuring its effective implementation, consistent with my department's mission to "make Canada a better place for First Nations, Inuit and northern peoples."



Robert D. Nault, P.C., M.P.
Mininster of Indian Affairs
and Northern Development

Table of Contents

Organization of the Document vi

Part 1: Overview 1
Departmental Profile 1
Mandate 1
What Is Sustainable Development and What Does It Mean for INAC? 3
Departmental Sustainable Development Principles 4
Gathering Strength as a Vehicle for Advancing Sustainable Development at INAC 4
Consolidated Reporting 5
The Social and Cultural Dimensions of Sustainable Development and Measuring Progress ... 6
Assessing the 1997 Strategy 6
Renewing the Strategy 7
Consultations 7
Indian and Inuit Affairs Program 8
North of 60• N 8
Administration Program 9
Issues Scan 9
Department-Wide Issues 10
Indian and Inuit Affairs Program Issues 12
North of 60• N Issues 13
Administration Program Issues 19
INAC's Role in Federal Horizontal Sustainable Development Initiatives 21
INAC's Involvement in Four Horizontal SDCAP Themes 21
INAC's Involvement in Other Federal Horizontal Issues that Contribute to Sustainable Development 22

Part 2: Department-Wide Commitments 24

Part 3: Indian and Inuit Affairs Program Commitments 29

Part 4: Commitments North of 60• N 38

Part 5: Administration Program Commitments 53

Conclusion 69

Appendix A: Key Legislation 70
Appendix B: Acronyms 72
Appendix C: Progress on Selected Sustainable Development Strategy 1997 Commitments 74

Organization of the Document

This document consists of five parts, a conclusion and three appendices.

Part 1 contains the departmental profile, an introduction to sustainable development in the context of INAC's mandate, an assessment of the 1997 strategy, a description of the consultations process for the development of SDS 2001-2003 and an issues scan.

Part 2 describes department-wide goals, objectives, targets and measures for activities that involve different sectors of the department.

Part 3 sets the goals, objectives, targets and actions for the Indian and Inuit Affairs Program that enhance commitments made under *Gathering Strength.*

Part 4 sets the goals, objectives, targets and actions North of 60•, in line with the Federal Sustainable Development Strategy for the North.

Part 5 sets the goals, objectives, targets and actions for INAC to "green" its internal operations.

Conclusion

Appendices

PART 1: OVERVIEW

Departmental Profile

Mandate

INAC's broad mandate is reflected in its mission statement: "Working together to make Canada a better place for First Nations, Inuit and northern peoples." INAC has primary responsibility for meeting the federal government's constitutional, political and legal responsibilities to First Nations and the North. INAC's mandate is carried out under an extensive legislative base that includes the *Indian Act*, the *Department of Indian Affairs and Northern Development Act* and legislation pertaining to the territories. For a complete listing of legislation and regulations administered by INAC, refer to Appendix A.

INAC has primary but not exclusive responsibility to meet the federal government's constitutional, treaty, political and legal responsibilities to First Nations, Inuit and northerners. The department's role includes providing funds to enable Status Indians living on-reserve to have access to basic services comparable to those available to other Canadians. These services include education, housing, community infrastructure, social assistance and social support services. INAC negotiates and oversees implementation of treaties, comprehensive and specific land claim settlements and self-government agreements on behalf of the federal government. The department plays a significant role in the promotion and facilitation of economic development opportunities for First Nations, Inuit and northerners.

INAC also administers land tenure, supports sustainable natural resource management and provides advice and assistance respecting environmental management on reserves. Finally, INAC fulfills the Crown's obligations with respect to revenues, Indian status, Indian registration, trusts and responsibilities in the area of First Nations governance.

The *Canadian Constitution Act, 1982* recognizes three groups of Aboriginal people — Indians, Metis people and Inuit. The *Indian Act, 1876* delineates the legal definitions that apply to Status Indians in Canada; a Status Indian is a person who is registered under the *Indian Act*. A Treaty Indian is a Status Indian who belongs to a First Nation that signed a treaty with the Crown. A Non-Status Indian is a person who is not registered as an Indian under the *Indian Act* (perhaps because his or her ancestors were never registered, or because he or she lost Indian status under former provisions of the Act). INAC's responsibilities with respect to Aboriginal people relate primarily to Status Indians living on reserve and to Inuit.

Beyond INAC's overall mandate, the department promotes political evolution and sustainable development in Canada's North. INAC accomplishes this by supporting, with northern partners, the development of territorial governance structures. The department also fosters leadership in northern sustainable development and environmental stewardship, both domestically and among circumpolar nations.

INAC consists of four integrated and related programs — Indian and Inuit Affairs Program, Northern Affairs Program, Administration Program and the Canadian Polar Commission.

Indian and Inuit Affairs Program (IIAP) is mandated to support First Nations and Inuit in achieving their self-government, economic, educational, cultural, social and community development needs and aspirations; to settle accepted Aboriginal claims through negotiations; and to ensure fulfilment of Canada's constitutional and statutory obligations to First Nations and Inuit people.

The Northern Affairs Program (NAP) promotes the political, economic and social development of Canada's North. The program assists northerners in developing political and economic institutions which will enable them to assume increasing responsibility within the Canadian federation and effectively manage the sustainable development of the North's natural resources in preparation for devolution to the territorial governments. The NAP also preserves, maintains, protects and rehabilitates the northern environment. The program manages ongoing federal interests in the North, federal northern policy, federal-territorial relations, claims and self-government implementation, and federal circumpolar activities.

Administration Program (AP) supports INAC's operating programs by providing policy direction and co-ordination and central advisory services, and ensures that departmental operations are carried out in an environmentally sustainable manner. It is responsible for administrative services, finance, human resources, communications and technical services. Its functions include strategic and financial planning, informatics, materiel management, and ministerial correspondence and briefings. The program also conducts evaluations, reviews and internal audits in accordance with Treasury Board policy.

The Canadian Polar Commission operates as an independent agency and reports to Parliament through the Minister of Indian and Northern Affairs Canada. Established in 1991 as the lead agency in the area of polar research, the Commission has responsibility for monitoring, promoting and disseminating knowledge of polar regions; contributing to public awareness of the importance of polar science to Canada; enhancing Canada's international profile as a circumpolar nation; and recommending polar science policy direction to government.

INAC is geographically dispersed with 10 regional offices, a number of district offices, headquarters (HQ) and advisory centres.[1] There are 3,294 full-time equivalents (2000-2001 estimates) working in the department.

1. Headquarters is in Hull, Quebec. Regional offices are in the Atlantic, Quebec, Ontario, Manitoba, Saskatchewan, Alberta, British Columbia, Northwest Territories, Yukon, and Nunavut.

What Is "Sustainable Development" and What Does It Mean for INAC?

INAC uses the definition of sustainable development provided by the World Commission on Environment and Development (the Brundtland Commission) in 1987, and adopted by Canada in the *Auditor General Act* in 1995. The Commission defines sustainable development as:

Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

Through the interdepartmental Deputy Minister's Sustainable Development Co-ordinating Committee, the federal government has further endorsed the approach advocated by the World Commission. The Committee formally recognizes that sustainable development is based on integrated decision making, and encompasses the following three elements:

1. a long-term focus seeking to preserve and enhance economic, social and natural capital in order to improve the quality of people's lives and ensure a continuing legacy for the future;
2. a horizontal perspective that fully incorporates social, economic and environmental factors; and
3. a recognition of the interdependence between domestic and global activities.

Of particular interest to INAC are the definitions of sustainable development as determined by Aboriginal communities and organizations. Many such definitions reflect the same concept as the World Commission. The definition below from the Council of Yukon First Nations, provides one example:

Beneficial socio-economic change that does not undermine the ecological and social systems upon which communities and societies are dependent.

Departmental Sustainable Development Principles

The Sustainable Development Strategies for 1997 and 2001-2003 were built on a strong foundation of thorough consultation. The department has adopted eight sustainable development principles. These principles form the basis on which departmental goals will be set, decision-making processes based and activities scrutinized. The eight principles are as follows:

1. full consideration of economic viability, social implications and cultural and environmental values in decision making and policy and program development;
2. open, inclusive and accountable decision making;
3. honouring treaty and fiduciary obligations as well as land claim, self-government and international agreements;
4. engagement of interested local communities and organizations when planning and implementing federal programs;
5. respect for diverse cultures and traditional values; as well as the land and its diversity as the foundation for healthy communities;
6. fair and equitable opportunities for First Nations, Inuit and northern peoples to share in the benefits, risks and drawbacks of development;
7. decisions based on the best available, scientific, traditional and local knowledge; and
8. efficient use of natural resources and minimization of pollution in INAC's internal operations.

Gathering Strength as a Vehicle for Advancing Sustainable Development at INAC

Gathering Strength, Canada's Aboriginal Action Plan was launched in January 1998 and represents the federal government's response to the final report of the five-year Royal Commission on Aboriginal Peoples (RCAP).

Gathering Strength is a long-term, integrated policy framework based on addressing the legacy of the past to build a stronger future. It has four strategic objectives: renewing partnerships, strengthening Aboriginal governance, developing new fiscal relationships and supporting strong communities, people and economies. The *Gathering Strength* framework recognizes that partnerships at all levels — among governments, Aboriginal people and the private sector — are needed to address a broad range of issues that foster good governance, strong accountability, economic development and fiscal stability. Collectively these efforts will lead to concrete results toward achieving the goal of building healthy and self-sufficient First Nations, Inuit and northern communities.

The mid-1990s represented a significant period for the redefinition of the relationship between Aboriginal peoples and the government of Canada. RCAP recognized that traditional methods of

consultation were no longer acceptable and that there is need to involve Aboriginal people in an ongoing way through dialogue, partnership and involvement in decision-making fora and processes that affect their lives.

Many issues similar to ones addressed in *Gathering Strength* were also exposed during the consultation process for the development of the first Sustainable Development Strategy. This confirms that there is a significant correlation between the themes of *Gathering Strength* and the departmental principles of sustainable development. The similarities and linkages between the two initiatives were analyzed in two independent studies commissioned by the department in 1998 and 2000.[2] The two *Gathering Strength* progress reports issued to date also help confirm the linkages between the two initiatives.

The independent analyses showed several specific areas where the IIAP felt it could promote sustainable development while enhancing the departmental commitments made under *Gathering Strength.* These areas are profiled in the Issues Scan section under the IIAP, below.

The commitments in the NAP section of Sustainable Development Strategy 2001-2003 complement the northern agenda of *Gathering Strength.* This agenda commits the federal government to working in partnership with Aboriginal and non-Aboriginal northerners, as well as the three territorial governments and the private sector, to advance sustainable development for all northerners.

The Administration Program supports *Gathering Strength* by finding innovative ways of doing business in administering the department's internal operations.

Consolidated Reporting

The linkages between the Sustainable Development Strategy and *Gathering Strength* will allow the department to report to Parliament and Canadians in a more complete, efficient and holistic manner on overall departmental progress toward sustainable development. A key commitment in SDS 2001-2003 is the development of a system for the integration of *Gathering Strength* and Sustainable Development Strategy data collection and reporting. The department will also reference sustainable development progress annually throughout the Report on Plans and Priorities, the Departmental Performance Report and *Gathering Strength* progress reports.

2. Resource Futures International undertook a crosswalk between the goals and objectives of the 1997 Sustainable Development Strategy and the themes of *Gathering Strength* to assess their compatibility. In 2000, the Centre for Indigenous Environmental Resources and the International Institute for Sustainable Development did an analysis of how Sustainable Development Strategy 2001-2003 could enhance the commitments made under *Gathering Strength*.

The Social and Cultural Dimensions of Sustainable Development and Measuring Progress

It is widely recognized that identifying the impact of particular initiatives or policies on the social and cultural well-being of a community is much more challenging than gauging impact on the biophysical environment. Consequently there is a significant challenge involved in measuring progress and developing SMART[3] social and cultural targets for inclusion in the Sustainable Development Strategy.

INAC is committed to establishing stronger relationships with First Nations, Inuit and northerners and working with communities and organizations to develop policies and programs in partnership. Quality results can be best assured through on-going sound, accountable and open processes.

Assessing the 1997 Strategy

In 1999, INAC's Audit and Evaluation Branch (DAEB) conducted both a review and an audit of the implementation of the 1997 Sustainable Development Strategy. The review focussed on NAP and IIAP, while the audit dealt exclusively with the Administrative Program's progress toward "greening" the department's internal operations. The methodology to conduct the review and audit was based on the international environmental management standard, ISO 14001. This methodology is consistent with that adopted by the Commissioner of the Environment and Sustainable Development (CESD) when reviewing departmental strategies.

The results of the audit and review were useful in identifying what the first strategy achieved and the challenges in its implementation. The lessons learned (see box) guided the preparation of SDS 2001-2003. And as a result:

1. a department-wide management structure to oversee sustainable development strategy implementation will be adopted;
2. INAC will participate in the interdepartmental co-ordinated efforts on greening government operations;
3. funding will be allocated for the development and implementation of a sustainable development strategy management and accountability regime; and
4. the Sustainable Development Strategy and *Gathering Strength* are understood to complement one another.

3. SMART refers to targets that are strategic, measurable, achievable, realistic and time-bound.

What did the review and audit tell us?

- Many departmental activities already support the departmental principles of sustainable development.
- Ongoing senior management commitment is key to implementation.
- Awareness of the strategy at all levels is essential for implementation.
- On-going and dedicated capacity to implement and update the Sustainable Development Strategy is required.
- Knowledge of the means by which the strategy is delivered promotes effective implementation and updating.
- Interdepartmental co-ordination on common SDS objectives allows for more effective response to horizontal federal sustainable development objectives.
- Future sustainable development targets must be more realistic, measurable and achievable than those of 1997.
- Implementation requires a high profile champion.
- The link with *Gathering Strength* is strong and must be clarified.
- A formal management regime is necessary to support the delivery of the SDS commitments.
- An Environmental Management System is required to "green" internal operations.

Full copies of the audit and review can be found at the Web site, <http://www.inac.gc.ca/pr/pub/ae/au/index_e.html>. Details of progress toward Sustainable Development Strategy 1997 implementation can be found in Appendix C.

Renewing the Strategy

Consultations

A Guide to Green Government, the precursor to the Sustainable Development Strategy, suggests that federal departments develop their sustainable development strategies in consultation with stakeholders. Consultation with stakeholders is a key business practice of INAC. The department uses consultations to build partnerships with stakeholders and to ensure that initiatives meet the needs of Aboriginal and northern communities.

Given the different mandates and structures of the three major programs (IIAP, NAP and AP), consultations were conducted separately. SDS 2001-2003 consultations built on the comprehensive processes undertaken in 1995, 1996 and 1997.

Indian and Inuit Affairs Program

The consultation process undertaken for the development of the 1997 Sustainable Development Strategy was extensive and achieved a high degree of participation from First Nations and Aboriginal organizations across the country. Detailed Aboriginal perspectives on sustainable development and priorities for the department were put forth and recorded. SDS 2001-2003 continues to build on the results of this elaborate process.

In developing the wording for the commitments to be included in the IIAP section of SDS 2001-2003, a national working group was established with representatives from all INAC sectors and regions, the Assembly of First Nations (AFN) and several individual First Nation communities. The Centre for Indigenous Environmental Resources and the International Institute for Sustainable Development contributed significantly to the process. The national IIAP Sustainable Development Strategy working group met every four months from May 1998 to October 2000 in Ottawa (twice), on the Kitigan Zibi reserve in Quebec, in Richmond, British Columbia, and on the Stoney Reserve in Alberta. Between meetings, there was extensive contact between the IIAP Sustainable Development Strategy co-ordinator and members of the working group.

North of 60-N

NAP conducted joint consultations with other departments consulting on the Sustainable Development Strategy for the North (NSDS). The first phase of consultations was held in November, 1999 in Whitehorse, Yellowknife, Iqaluit and Ottawa. Several federal departments, stakeholders, Aboriginal organizations and community groups attended the sessions.

The discussion paper, "A Federal Sustainable Development Strategy for the North: Consultation Discussion Paper," was developed and circulated in preparation for the consultations. The paper proposed five broad themes for the NSDS, as the basis for discussion during the consultations.

Substantive Issues Discussed

1. traditional knowledge
2. differences between the North and the South
3. health
4. energy
5. environmental protection (including wildlife management)
6. development (economic and business)
7. transportation
8. co-operation
9. information, communications and research
10. land claims, legislation, regulations, permits, licences
11. international activities

The results of these Phase I consultations, presented in the report "Federal Sustainable Development Strategy for the North: Results of Consultations/Meetings with Stakeholders and Aboriginal Peoples," were distributed to attendees and to all federal government departments. They were also were put on the Northern Information Network Web site. The consultation findings were used to modify the themes and to begin drafting the commitments for the northern section of the Sustainable Development Strategy.

A draft strategy was prepared and distributed in March and April 2000, in preparation for a second phase of consultations, held in May and June in Yellowknife, Inuvik, Rankin Inlet and Whitehorse. The second phase of consultations attracted new participants and involved many of the same groups and organizations which participated in phase one.

An important objective of the meetings was to obtain feedback on the actions being proposed for North of 60•. Where appropriate, modifications were made to the draft actions, based on input received from stakeholders.

Administration Program

Over the last three years, AP has developed an extensive network of regional contacts who are responsible for the implementation of the AP component of the 1997 Sustainable Development Strategy.

Consultation for SDS 2001-2003 was done in four phases.

Phase I involved a workshop in Ottawa from January 25 to 27, 2000 with regional and headquarters representatives who share some level of responsibilities for greening INAC's internal operations. This workshop facilitated a general discussion on the development of SDS 2001-2003. In Phase II, the head of Environmental Management and Real Property Services consulted with regional staff on potential sustainable development issues. Meetings were held at regional offices, as well as at custodial properties North of 60•. Additional meetings were held with staff members at headquarters. In Phase III of consultations, the draft SDS 2001-2003 was circulated to all regional administrative managers and appropriate headquarters staff members. Comments were incorporated into the current draft. Finally, Phase IV involved the approval of regional mangers and headquarters staff.

Issues Scan

INAC's issue scan identified five major themes. The INAC program areas to which the themes apply are included in brackets following each theme listed below.

1. The need for effective internal management and accountability for the Sustainable Development Strategy file (department wide).
2. Leadership on interdepartmental issues and a relationship with Aboriginal peoples and northerners that supports and promotes sustainable development (department wide).
3. Sustainable development issues that enhance *Gathering Strength* (Indian and Inuit Affairs Program).
4. Sustainable development issues of specific relevance to the North (Northern Affairs Program).
5. Sustainable development issues of relevance to greening internal operations (Administration Program).

Department-Wide Issues

As the three consultation processes unfolded, some recurring issues were raised that relate to elements of sustainable development and management processes. The three major departmental program areas worked together to consolidate common themes and develop department-wide commitments to address them. A summary of the consultations conducted by each program follows.

Internal management and accountability for the Sustainable Development Strategy

The commitments in this section respond to the need for a systematic management, accountability and communication regime for the implementation of the sustainable development strategy. This need was identified as a result of an internal review of the implementation of the sustainable development strategy conducted in the summer and fall of 1999. Those results were confirmed by a management capacity audit undertaken by the CESD a year later. See the section on Assessing the 1997 Strategy on page 10 for details.

Leadership on interdepartmental issues and strengthening a relationship with Aboriginal peoples and northerners that supports and promotes sustainable development

The department, along with other federal departments and Aboriginal organizations have identified several issues related to facilitating partnerships with Aboriginal communities as well as providing leadership on Aboriginal involvement in federal decision-making processes. The commitments under this goal reflect the major issues raised in different fora since the 1997 SDS was tabled.

Four issues areas that have an impact on all sectors of the department and in some cases beyond the department, were raised on several occasions where it was felt that INAC could play a more significant role.

Aboriginal participation in federal decision-making

It has been recognized in several fora since the development of the first strategy, that Aboriginal organizations and people would like to have a greater say in federal decision-making in areas that affect them. Using SDS 2001-2003 as a vehicle, INAC commits to identifying opportunities and mechanisms for First Nations, Inuit and Northerners to be involved in department decision-making related to the implementation of the Sustainable Development Strategy 2001-2003. Furthermore, the department commits to identifying similar opportunities for First Nations, Inuit and northerners to become involved in sustainable development strategy implementation and decision-making within the larger federal family.

Climate Change

The extent of climate changes resulting from human activities remains uncertain, as do the locations that will be most severely affected – one of which is believed to be the Arctic. It is evident, however, that regardless of their origin, these changes can adversely affect economic activities, settlements and human health. Northerners and Aboriginal communities are seeking ways of responding to these changes by, for example, using more renewable energy. These energy sources will have less impact on climate change, and will reduce the present high reliance on fossil fuels. INAC commits to work in partnership with First Nations, Inuit and Northerners to develop a comprehensive climate change strategy that focusses on the sound management of energy.

Traditional Knowledge

The use and control of traditional knowledge is an issue that comes up repeatedly within federal government. The issue is raised by federal departments, Aboriginal communities and organizations and the private sector. The department has had several requests for the development of guidelines related to the incorporation of traditional knowledge in decision-making. In response to this issue, the department is committed to undertaking an analysis of what has been accomplished within the federal government in the area to date and then work with interested First Nations, Inuit, northerners and others to determine the desirability of developing guidelines.

Improving nutrition and health in isolated northern communities

One aspect of fostering healthy northern communities, relates to facilitating access and supply of nutritious perishable foods as well as controlling costs. This issue has been a long-standing concern for the department and northern communities. To address this issue, INAC commits to developing a long-term, comprehensive strategy for improving food security in isolated northern communities, including a sustainable and appropriately focussed Food Mail Program that reduces the cost of nutritious perishable food.

Indian and Inuit Affairs Program Issues

To enhance the close linkage between the strategic objectives of *Gathering Strength* and the focus of the Sustainable Development Strategy, the IIAP identified several key areas where the department can play a more active role in advancing sustainable development. These areas were identified during the consultation process as well as through a detailed comparative and gap analysis[4] of the commitments made under *Gathering Strength* and the 1997 Sustainable Development Strategy. The issues described below represent the major areas where commitments made in the SDS enhance departmental direction taken under *Gathering Strength.*

AMENDMENTS TO FUNDING AGREEMENTS

The transfer of funds[5] from the federal government to First Nations and Inuit is a key component of INAC's legislated responsibility and is central to the delivery of many programs and services on-reserve. The use of these funds touches all aspects of First Nation community life — including sustainable development. Efforts are necessary to ensure that funding agreements reflect the principles of sustainable development.

COMPREHENSIVE COMMUNITY PLANNING

Comprehensive community planning is fundamental to the promotion of sustainable development and sound governance structures in First Nation and Inuit communities. Although INAC and several other departments have many programs that assist communities to undertake long-range planning, these programs are rarely consolidated or complementary. An analysis of existing programs that relate to community planning is needed to enable a more integrated approach to planning. Progress on this issue will be contingent on a close working relationship with First Nation and Inuit organizations.

ENVIRONMENTAL PROTECTION, LAND MANAGEMENT AND THE DEVOLUTION OF LAND AND NATURAL RESOURCE MANAGEMENT AUTHORITY TO FIRST NATIONS

First Nations, INAC and other government departments recognize that INAC could play a more significant role in advancing the biophysical aspects of sustainable development. Singled out are the areas of environmental protection, land management and the devolution of responsibilities for land and natural resource management where legislative authorities exist. The Lands and Trusts Services–Assembly of First Nations Joint Initiative on Policy Development has highlighted the need for a comprehensive and co-ordinated approach from INAC to environmental protection and land

4. This analysis was undertaken by the Centre for Indigenous Environmental Resources and the International Institute for Sustainable Development, both located in Winnipeg.

5. Excluding funds transferred under land claim and self-government agreements.

management. The development of this comprehensive and co-ordinated approach is dependent on co-operation between key departmental sectors and First Nations. The commitment to develop an Environmental Stewardship Strategy is in response to the identified need for inter-sectoral and First Nations co-operation in these areas. In addition to general co-operation, some specific areas have repeatedly been identified as priorities, such as environmental protection (including environmental assessment), the need to deal with past and future contamination, and the building of environmental capacity within communities.

Increased access to, and management of, natural resources represent an area of potentially significant benefits for First Nation communities. The department has a role to play in facilitating and promoting the development of partnership agreements between First Nations, the provinces and the private sector. IIAP commits to developing a data base of best practices relating to the establishment of partnerships for the management of natural resources.

THE NEGOTIATION AND SETTLEMENT OF LAND CLAIMS AND SELF-GOVERNMENT AGREEMENTS

The negotiation and settling of land claims and self-government agreements is central to fostering community independence and locally based decision-making authority. The department is continuing its commitment to undertake the claims and self-government negotiations processes in a manner that supports the principles of sustainable development.

North of 60° N Issues

During the consultations for the 1997 Sustainable Development Strategy, northerners asked the federal government to unify the various departmental strategies in a single document. In response, a federal Sustainable Development Strategy for the North involving co-operation among over 20 federal departments is being prepared at the same time as the 1997 sustainable development strategies are being renewed.

In the 1997 Sustainable Development Strategy, the issues faced by northern decision makers were discussed under six broad headings: environmental threats, resource development and the economy, emerging institutions of public government, capacity, scientific and traditional knowledge, and consultation and partnerships. The goals of the 1997 strategy attempted to deal with some facets of these issues. These goals remain relevant; however, they have been modified to correspond with the themes that will be the basis of the Sustainable Development Strategy for the North.

North of 60° Goals 1997	Northern Themes 2001-2003	North of 60° Goals 2001-2003
To maintain and support healthy northern environments	Support and enhance healthy human and natural northern environments	A healthy human and natural environment
To facilitate and maintain effective partnerships	Support the development of new governance systems and political restructuring in the North	New governance systems and political restructuring
To develop and maintain sound natural resource management regimes	Promote the sustainable utilization of northern natural resources	Sustainable utilization of northern natural resources
To strengthen communities by facilitating capacity building	Help build sustainable communities in the North	Sustainable communities
To meet the department's international obligations in support of sustainable development	Advocate and integrate sustainable development in our international activities	Sustainable development in INAC's international activities
To integrate sustainable development into departmental and interdepartmental decision making	Not applicable	Subsumed by department-wide Goal 1

A Healthy Human and Natural Environment

Recognition of the following concerns is fundamental to a healthy northern environment: preservation of cultural diversity and the fragile ecosystem, the impact of climate change and the health effects of contaminants. INAC has a responsibility to work with the territorial governments, Aboriginal governments, resource management boards and councils, and other government departments, to promote a healthy human and natural environment.

Preservation of cultural and biological diversity

Protection strategies can be restricted to a species or selected areas having cultural, historical or biological significance. Before these strategies are adopted, it is essential that Aboriginal cultures at risk be recognized. INAC has worked recently with the governments of Yukon and the Northwest Territories and Aboriginal governments in the creation of protected areas strategies. Future decisions about the preservation of the environment must therefore be made in the context of the local culture, history, economic activity and environmental assets.

Impact of climate change

Climate change was raised several times in the northern consultation process. The issue is being dealt with by the department as a whole. See Issues Scan section on department-wide issues on page 11 for a brief description of the issue.

Health effects of contaminants

For several decades, small areas of the North have been contaminated as a result of mining, oil and gas exploration, Canadian and former U.S. military installations, and other exploration and research camps. Today about 2000 abandoned sites are listed in the INAC inventory for north of 60•. Of these sites, remediation and risk management have been applied to 39 percent; 48 percent have been assessed and require no further action; eight percent still require assessment; and five percent still require remediation or risk management.

Abandoned wastes on federal Crown lands pose potential risks to human health and safety. Remediation options must consider the environmental health of the area, along with the socio-economic implications for local communities.

In addition to naturally occurring contaminants, the North has also been subjected to human pollutants transported over long distances by air or water. Among these are persistent organic pollutants (POPs), heavy metals and radionuclides. Many northerners eat country food, a practice which is economically sound and nutritionally beneficial. However, the presence of contaminants has raised concerns about the safety of these traditionally harvested country foods. As one of the eight Arctic countries which share a wide range of interests that transcend state boundaries, Canada must act nationally and internationally to address this issue.

NEW GOVERNANCE SYSTEMS AND POLITICAL RESTRUCTURING

The North continues to experience significant legislative and institutional change as a result of the transfer of responsibilities to territorial governments, the settlement of land claims, and the implementation of Aboriginal self-government arrangements. Many of INAC's responsibilities for resource management and economic development are being adopted by, or shared with, other levels of government. New agencies and boards established in response to land claims agreements. The transition period to the new management structures will bring some challenges, including process uncertainty. These challenges are being addressed and will permit new natural resource and environmental management practices which are integrated and effective in promoting sustainable development.

SUSTAINABLE UTILIZATION OF NORTHERN NATURAL RESOURCES

The rapid growth of diamond mining has lessened the economic impact of the declining gold and base metal sectors. A boom in exploration for oil and gas and potential proposals for natural gas pipelines to the south has increased interest in non-renewable resource development. Harmonizing processes and modernizing legislation are key to enhanced economic development and are under way. The harvesting of natural resources such as commercial forestry, fishing, guided sport hunting and fishing, marine mammal harvesting and trapping is regulated primarily by other jurisdictions (territorial governments, other federal departments and resource management boards set up under land claim agreements).

Infrastructure

The economic potential of the North is very promising, given the large gas and mineral deposits, underdeveloped renewable resources, and extensive eco-tourism potential. Appropriate infrastructure (e.g., transportation, sewage, water), is needed to realize that potential. Developing this potential in ways that are socially, culturally and economically sound can promote self-sufficiency and prosperity for northerners without compromising environmental integrity.

Information sharing

Close to half of the total population in the North is of Aboriginal descent. And communities are committed to preserving and revitalizing their traditional culture. Resource management benefits from the application of both traditional and modern-day knowledge. This approach to the management of land, water and non-renewable resources depends in part on the sharing of that information by co-management boards, Aboriginal groups and governments. The people who collect information and the people who pay for the collection of the information are normally the owners and controllers of that information. The responsibility for sharing this information therefore lies with them. Sharing can be handled through various forms of networks (e.g., associations, radio, television), Web sites (e.g., the Northern Information Network) and publications (e.g. printed copies, videos).

Monitoring

Monitoring changes in the land and the use of natural resources, both renewable and non-renewable, is essential to ensure progress toward sustainable development. Monitoring ensures that the terms of licences and permits are observed, and allows for adjustments should circumstances change significantly.

Assessment of new developments

Cumulative impact assessment encompasses both time and space. A commitment has been made to develop cumulative impact effects and management frameworks that will include social, cultural and economic aspects, as well as those specifically related to the biophysical environment. As regulators and assessors work more closely together, the link between assessment and project management can be improved.

SUSTAINABLE COMMUNITIES

Economic diversity

A stable economy — locally, regionally and nationally — is diverse and, ideally, based on the use of a mix of non-renewable and renewable resources, commerce and other types of businesses. Such diversity tends to reduce the fluctuations caused by the cyclical nature of non-renewable resource development. It is well recognized that long distances to market, the limited infrastructure and harsh operating conditions hamper certain forms of development in the North. And while technological advances and stronger infrastructure are improving access, the fact remains that socio-economic, climatic and geographic conditions hamper certain forms of development. Directions taken in this Sustainable Development Strategy must, therefore, be respectful both of the continuing need to encourage a more diversified northern economy and of the inherent limitations on the types of economic opportunities that can be realistically exploited in the North.

Demographics

The ability of northerners to benefit from development opportunities is affected by demographic trends, social conditions, education and international factors, such as barriers to trade and commodity prices. There is a rapidly growing and youthful population in the North. There are, therefore, both opportunities and challenges in promoting sustainable development.

Training

Training the young population and preparing for new job opportunities to provide northerners with choices are critical to sustainable development in the North, as they are elsewhere. Skills and tools are also required to allow more people to participate in the development of resources, and to ensure that this development occurs in ways that are sustainable. With the wider use of the Internet and recognition of the needs of people in isolated areas, certain types of training or education are becoming more accessible and need to be exploited. Extensive work is already under way in this area. Yukon College, Aurora College and Arctic College continue to bring a variety of courses to northerners. As well, the University of the Arctic, a university without walls, enables students to study from home, and offers courses from a number of universities and colleges across the Arctic. Workshops and training sessions can be conducted in communities from time to time. But some of the highly technical and skilled jobs require participants to take training and apprenticeships in centres outside their communities.

Balancing traditional and modern ways of life

Unemployment remains high in the North. Many people are reluctant to move far from their communities. For those who are willing to move to places where work is available, there are often other obstacles to be overcome, such as a housing shortage, adaptation to a different culture, absence from family or loss of traditional lifestyle. Lack of access to capital and credit has also hampered the establishment of small businesses in northern communities. Programs in a number of government departments can assist certain categories of business in different ways (e.g., the Industrial Research

Assistance Program of the National Research Council, the Aboriginal Business Program of Industry Canada, certain programs in Human Resources Development Canada and the Sustainable Communities Program led by Natural Resources Canada).

While some traditional skills are being lost as young people increasingly aspire to wage employment, the sustainable use of wildlife remains important to Aboriginal communities. The maintenance of the traditional economy and subsistence harvesting are crucial to the preservation of northern Aboriginal cultures.

Sustainable Development in Our International Activities

International agreements

While action toward sustainable development can be taken by an individual or at a community level, certain activities are best co-ordinated regionally, nationally or even globally. An international response is particularly important in the face of those environmental impacts in the North originating elsewhere in the world (e.g., contaminants transported from southerly regions). At issue, therefore, is the importance that must be placed on ensuring international agreements respect the goals and principles of sustainable development. These agreements will continue to deal with such diverse activities as sustainable forest management practices, biodiversity, the management of hazardous materials and wastes, protection of the marine environment, reduction of poverty, applications of traditional knowledge and the rights of indigenous peoples. The Sustainable Development Strategy must therefore be able to reflect the importance of INAC's contribution to these agreements so that the rights and interests of northerners can be respected.

Of particular relevance to the North is the Arctic Council and its working groups, including the initiative on the Future of Children and Youth of the Arctic.

INAC can contribute expertise in the formulation of agreements reached through United Nations agencies (e.g., UN Environment Programme, UN Development Programme and the UN Commission for Sustainable Development), as well as through other multilateral and bilateral arrangements. At the same time as contributing to sustainable development, these agreements have the potential for more effective access by northerners to foreign markets, for influencing trade in ways that conform to sustainable development principles and for contributing to a healthier environment.

Administration Program Issues

The primary issue underpinning the contribution of the Administration Program to Sustainable Development Strategy 2001-2003 concerns the "greening" of the department's internal operations. The elements of this issue have emerged from the recent report, "Sustainable Development in Government Operations: A Co-ordinated Approach." This is a multi-departmental strategy led by Public Works and Government Services Canada (PWGSC) that builds on the best practices outlined in *A Guide to Green Government* for seven areas central to the greening of government operations: procurement, waste management, water conservation, energy efficiency, vehicle fleet management, land use and human resources management. The following outlines the areas to which AP will respond over the next three years in its Sustainable Development Strategy in support of the greening of departmental operations.

PARTNERSHIP WITH PWGSC

Due to the number of leased facilities occupied by INAC employees, INAC is largely dependent on support from PWGSC in the greening of its operations. Thus, for the department to achieve meaningful progress against its priority areas, AP must work in partnership with PWGSC with respect to INAC's leased facilities. The key AP SDS objective is to establish a partnership with PWGSC in efforts to promote modern comptrollership and further green INAC's internal operations.

TRAINING, AWARENESS AND COMMUNICATIONS

The AP will work collaboratively with the IIAP and the NAP to develop a department-wide communications strategy. Furthermore, employees require tools to effectively integrate the principles of sustainable development into their day-to-day work and decision-making process. It is imperative that such tools be developed in consultation with the target group so that training accurately reflects the group's needs.

GREENER PROCUREMENT

It is evident that there exists a need for interdepartmental co-ordination if the federal government is to maximize its purchasing power in support of greener procurement. Moreover, there is a role for centralized leadership within the government to establish and promote mechanisms that can assist departments to buy green. Until such mechanisms are in place, the AP will adopt actions through which it can unilaterally promote green procurement within the department.

ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

An EMS will be essential to support the delivery of AP commitments under Sustainable Development Strategy 2001-2003 and to accommodate changes in these commitments as they arise.

WASTE MANAGEMENT

The Government of Canada is committed to reducing its waste, and INAC intends to contribute to this commitment by diverting material away from the waste stream through the application of the four R-principles — Reduce, Reuse, Recycle and Recover. In support of this goal, PWGSC has committed in its Sustainable Development Strategy to implementing multi-material recycling facilities by 2004 in all leased buildings in which municipal recycling infrastructure is available. To this end, INAC will work with PWGSC to identify where recycling facilities will be placed and to provide both baseline and monitoring data to enable us to trace progress against waste management targets.

VEHICLE FLEET MANAGEMENT

INAC currently has approximately 240 vehicles in its fleet. The AP is committed to a number of targets directed at reducing the environmental impact of its vehicle fleet, including reducing the total fleet and, where possible, acquiring more environmentally sound vehicles.

REAL PROPERTY AND LAND USE MANAGEMENT

Although all Crown lands in Canada are owned by Her Majesty, the administration of these lands is assigned to departments, agencies, and Crown corporations to support the delivery of government programs. These organizations are commonly referred to as custodians. As custodian, the AP is committed to ongoing monitoring of its holdings for compliance with federal acts, payment of taxes and maintenance of accurate records for each property held in its inventory. The inventory maintains a contemporary record of basic information concerning real property holdings. In the event a property has been identified as contaminated, remediation of that site will be a priority. By taking such action, the AP minimizes environmental, health and financial risks through effective management of any contaminated sites.

INAC's Role in Federal Horizontal Sustainable Development Initiatives

A significant aspect of the sustainable development strategy renewal process for most federal departments and agencies was the commitment to pursue a co-ordinated approach across departmental portfolios in an attempt to create a coherent horizontal sustainable development agenda for the federal government. As a result, INAC is working with other federal departments on many interdepartmental initiatives that relate to the promotion and understanding of sustainable development. Many of these initiatives are linked to the eight sustainable development Co-ordinated Action Plan (SDCAP) theme areas[6] approved by the interdepartmental Deputy Ministers' Sustainable Development Co-ordinating Committee in early 1999. INAC has interest and indirect involvement in all eight themes and is actively involved in four of them. A description of the department's involvement in these four themes follows. INAC is also working with other departments on issues that support sustainable development but are not directly related to the SDCAP issues.

INAC's Involvement in Four Horizontal SDCAP Themes

Federal Sustainable Development Strategy for the North

Roughly 20 government departments and agencies have been working together to respond more effectively to the needs of Canadians in the North, through the development of a federal Sustainable Development Strategy for the North. INAC is leading this initiative. The SD for the North identifies areas where federal government departments can integrate their activities in the North to contribute to sustainable development. The federal strategy for the North is being drafted based on the feedback from two phases of consultations. Part 4 of INAC's SDS 2001-2003 is strongly linked to the federal Sustainable Development Strategy for the North.

Sustainable Development in Government Operations: A Co-ordinated Approach

As part of the government-wide effort to set common directions for sustainable development strategies, departments have developed a co-ordinated approach to reducing the impact of government operations on the environment. Departments are jointly setting targets with respect to greener procurement, waste management, water conservation, energy efficiency, vehicle fleet management and human resources management, and are collectively developing a toolbox of performance measures and sample targets for these areas. The Greening Internal Operations section (in Part 5) of INAC's SDS 2001-2003 reflects these efforts.

6. The eight SDCAP theme areas are Sustainable Development (SD) in Government Operations; A Federal Strategy for SD in the North; SD and Healthy Canadians; Sustainable Communities; SD Indicators and Reporting/Knowledge and Information; Productivity through Eco-efficiency; Social and Cultural Aspects of SD; and International Aspects of SD.

Social and Cultural Aspects of Sustainable Development

Human Resources Development Canada, along with 10 other departments including INAC, is leading an interdepartmental working group to promote a collaborative approach to exploring the social and cultural dimensions of sustainable development. The working group has committed to holding a workshop on the issue in 2002 with broad representation from within and outside government. INAC is committed to participating in the workshop and the broader working group discussions.

Sustainable Communities Initiatives

Many departments are collaborating on the development of a government-wide policy framework to guide and improve the integration of federal programs and services which support community sustainability. Among other activities, research and analysis on sustainable community development is under way through the government-wide Policy Research Initiative's (PRI) Sustainability Project, the Sustainable Communities Initiative led by Natural Resources Canada (NRCan), and the Rural Secretariat's Sustainable Rural Community Development Project. INAC takes a very strong interest in community sustainability and is actively involved in all these initiatives.

INAC's Involvement in Other Federal Horizontal Issues that Contribute to Sustainable Development

Government On-Line

In the Speech from the Throne, the government made the commitment "to be known around the world as the government most connected to its citizens, with Canadians able to access all government information and services on-line at the time and place of their choosing" by 2004. Providing current and detailed information to all citizens is important for obtaining informed participation in decision making and fostering community empowerment — both key elements of sustainable development.

To accelerate Government On-Line, INAC is working with First Nations, Inuit, Aboriginal groups, other government departments (OGDs) and the private sector on a specific Connecting Aboriginal Canadians Strategy. This strategy will work to promote remote community access to the Internet, increase Aboriginal content on-line, and contribute to building a new foundation for Aboriginal Canadians in the knowledge economy.

INAC is committed to continuing to work co-operatively in this area and to work toward linking its own data collection and information management mechanisms to broader federal processes.

First Nations Forestry Program

The First Nations Forestry Program (FNFP) was designed to improve economic conditions in Status Indian communities. It supports communities in developing better and more co-operative ventures from

which viable, sustainable, long-term jobs will be created. The program is jointly funded and administered by INAC and Natural Resources Canada. The continued existence of this program is contingent on funding.

CLIMATE CHANGE

INAC's response to the climate change challenge requires the co-ordination of the programs, policies and other initiatives of a number of federal government departments and other players. Co-ordination and co-operation is already under way between Aboriginal and northern communities, multiple federal departments and agencies (Natural Resources Canada, Canada Mortgage and Housing Corporation, Public Works and Government Services Canada, Environment Canada) other levels of government and power/electricity authorities.

As mentioned in department-wide goal 2, INAC is committed to working with interested First Nation, Inuit and northern communities and other federal departments to develop a long-term energy management strategy for Aboriginal and northern communities. Energy management is a key component of climate change.

INTERNATIONAL ISSUES

The significant role of Aboriginal peoples in sustainable development was internationally recognized at the United Nations Conference on Environment and Development held in Rio de Janeiro in 1992. There, indigenous groups from around the world provided key input into Agenda 21's Chapter 26, called "Recognizing and Strengthening the Role of Indigenous People and Their Communities."

INAC is committed to working with other government departments and Aboriginal people in preparation for the World Summit on Sustainable Development (Rio +10, October 2002). It is also committed to continuing its co-operation with the Secretariat to the Convention on Biological Diversity to facilitate the implementation of Article 8J of the Convention which commits Canada to preserve and maintain traditional knowledge, innovations and practices. INAC will also continue to play a significant role in the actions of the Arctic Council, and to encourage the involvement of northern Aboriginal groups in its activities.

PART 2 :DEPARTMENT-WIDE COMMITMENTS

There are two goals under which department-wide commitments are organized. The tables below set the targets associated with the following goals.

- **Goal 1: INAC's principles of sustainable development to be integrated into departmental business lines, policies, program and decision-making processes.**
- **Goal 2: INAC to provide leadership on interdepartmental issues and strengthening the relationship with First Nations, Inuit and northerners that supports and promotes sustainable development.**

Goal 1: INAC's principles of sustainable development to be integrated into departmental business lines, policies, program and decision-making processes			
Objective	**Targets**	**Actions**	**Performance Measures**
1.1 To effectively champion implementation of sustainable development strategy at the executive level (i.e., Deputy Minister (DM) or Associate DM level).	1.1.1 Department-wide champion designated to promote the Sustainable Development Strategy by March 2001.	1. Designate the champion.	Champion appointed.
	1.1.2 Department-wide senior leader is designated to promote the Sustainable Development Strategy on behalf of the DM or Associate DM by March 2001.	1. Designate the senior leader for Sustainable Development Strategy, who will report directly to the DM or Associate DM.	Leader appointed.
1.2 To implement a sustainable development strategy accountability and management structure.	1.2.1 Implementation of a sustainable development strategy accountability and management structure, by December 2001.	1. Include sustainable development strategy commitments in all management contracts. 2. Establish a permanent senior sustainable development steering committee with each sector and region represented. 3. Make the report on progress towards sustainable development an integral part of the Resource Partnerships Program (RPP) and the Departmental Performance Review (DPR).	Sustainable development strategy accountability and management structure in place.

Goal 1: INAC's principles of sustainable development to be integrated into departmental business lines, policies, program and decision-making processes			
Objective	**Targets**	**Actions**	**Performance Measures**
	1.2.2 Processes established to keep the champion and the INAC management team informed of activities related to Sustainable Development Strategy implementation by June 2001.	1. Debrief of Operations Committee by sustainable development strategy champion on Sustainable Development Strategy implementation on a regular basis.	Process in place.
	1.2.3 An effective sustainable development strategy /GS reporting system in place by December 2001	1. Identify, assess, and adopt where possible, indicators within the department that meet the needs of the Sustainable Development Strategy. 2. Develop a Web-based reporting system to monitor progress on Sustainable Development Strategy and GS commitments.	Sustainable Development Strategy /GS reporting system in place.
1.3 To assess the consistency of business lines, policies and programs with the principles of sustainable development and environmental implications.	1.3.1 Processes to assess compatibility of policies and programs with principles of sustainable development by December 2002.	1. Develop process for establishing a priority list for policy and program sustainable development principle assessment. 2. Develop and test tools to assess major new and existing policies and programs according to the principles of sustainable development.	Processes developed.
	1.3.2 A process to implement the 1999 Cabinet Directive on Strategic Environmental Assessment (SEA), by December 2002.	1. Develop departmental guidelines to implement the 1999 Cabinet Directive on Strategic Environmental Assessment.	Guidelines developed.
1.4 Departmental management, employees and external stakeholders made aware of the Sustainable Development Strategy and its implications.	1.4.1 An internal sustainable development strategy communication plan developed and implemented by May 2001.	1. Develop internal national and regional communications plans (e.g., including posters, sustainable development strategy summary, intranet, pamphlets) to further enhance the understanding and awareness of the Sustainable Development Strategy among INAC employees.	Plan developed and implemented. Results from e-mail surveys of levels of awareness of sustainable development.

Goal 1: INAC's principles of sustainable development to be integrated into departmental business lines, policies, program and decision-making processes			
Objective	**Targets**	**Actions**	**Performance Measures**
	1.4.2 An external communication plan developed and implemented by May 2002.	1. Work with interested national First Nation and Inuit organizations and Northerners to develop a detailed communication plan identifying sustainable development strategy commitments and the means by which sustainable development issues are being addressed.	Plan developed and implemented.
	1.4.3 An employee orientation package to includes a section on the Sustainable Development Strategy and sustainable development by April 2001.	1. Include sections in the Orientation Manual describing the Sustainable Development Strategy, the main sustainable development direction of IIAP, NAP and AP and listing the department's sustainable development strategy principles.	An orientation manual that includes sustainable development strategy goals and principles, examples of departmental actions supporting sustainable development.
	1.4.4 Develop and pilot training material to raise awareness of the Sustainable Development Strategy and its implications by December 2002.	1. Develop and pilot a sustainable development training module.	Training module developed.

Goal 2: Leadership on interdepartmental issues and strengthening the relationship with First Nations, Inuit and northerners that supports and promotes sustainable development			
Objective	**Targets**	**Actions**	**Performance Measures**
2.1 Opportunities for First Nations, Inuit and northerners to participate in sustainable development strategy implementation.	2.1.1 Identify existing or new mechanisms to serve as fora for discussion of the implementation of the SDS between INAC, First Nations, Inuit and northerners by December 2001.	1. Ascertain interest from national Aboriginal organizations to facilitate Aboriginal participation in discussions about sustainable development with INAC senior managers. 2. Undertake an assessment of possible existing national and regional mechanisms.	• Interest ascertained. • Mechanisms identified and assessed.
	2.1.2 Identify existing mechanisms to serve as fora for discussion of the implementation of sustainable development strategies among INAC, other federal departments, First Nations, Inuit and northerners by April 2002.[7]	1. Ascertain interest from national Aboriginal organizations to facilitate Aboriginal participation in discussions about sustainable development with senior managers of the federal government. 2. Undertake an assessment of possible existing national and regional mechanisms. 3. Establish new or modify existing forum.	• Interest ascertained. • Mechanisms identified and assessed. • Mechanisms modified or established if warranted.
2.2 Active involvement of First Nations and Inuit communities, northerners, opinion leaders, and territorial governments when addressing the department's response to climate change.	2.2.1 A plan for First Nations, Inuit and northern communities that will reduce greenhouse gases. It will also lessen other environmental impacts associated with traditional forms of power generation in these communities, improve employment and economic development opportunities and build community-based capacity by December 2003.	1. Establish a working group with First Nations, Inuit and northern representatives to develop a comprehensive energy strategy for target groups. 2. Study the feasibility of replacing a proportion of non-renewable energy sources with renewable energy.	A comprehensive energy plan approved by all key stakeholders.

7. If warranted, a new forum will be established or an existing forum will be modified.

Goal 2: Leadership on interdepartmental issues and strengthening the relationship with First Nations, Inuit and northerners that supports and promotes sustainable development			
Objective	**Targets**	**Actions**	**Performance Measures**
2.3 Incorporation of traditional knowledge (TK) in departmental decision making as appropriate.	2.3.1 Investigate the need for the preparation of guidelines that will facilitate the inclusion of traditional knowledge in decision making by December 2001.	1. Complete an analysis according to program mandates to determine what has already been done in this area at INAC, in OGDs and elsewhere. 2. Work with interested First Nations, Inuit, northerners and others to determine whether to proceed with guidelines.	Analysis completed and action plan for next steps developed.
2.4 Improved nutrition and health in isolated northern communities.	2.4.1 A comprehensive strategy for improving food security in isolated northern communities, including a sustainable and appropriately focussed Food Mail Program that reduces the cost of nutritious perishable food, by 2003.	1. Develop and implement a plan to improve public awareness of the Food Mail Program. 2. Implement pilot projects to evaluate combined impact of postage rate reductions for most critical perishable foods, enhanced nutrition education and increased retail promotion of healthy foods.	Changes in food consumption patterns in isolated communities.
	2.4.2 Improved quality of perishable foods available in isolated northern communities in all regions by 2002.	1. Implement and evaluate actions to improve quality of perishable foods shipped under Food Mail Program in Labrador in 2001. If successful, implement similar actions in other regions.	Results of survey of retailers' and consumers' perceptions of perishable food quality. Losses of perishable foods due to poor quality.

PART 3: INDIAN AND INUIT AFFAIRS PROGRAM COMMITMENTS

Building Strong Communities and Enhancing Governance

The mandate of INAC's IIAP is to support First Nations and Inuit in achieving their self-government, economic, educational, cultural, social and community development needs and aspirations; to settle accepted Aboriginal claims through negotiations; and to ensure fulfilment of Canada's constitutional and statutory obligations to First Nations and Inuit people.

Sustainable development within the context of the IIAP's mandate relates most strongly to social, cultural and economic sustainability. Environmental sustainability plays a significant and integral part of IIAP's mandate, but is not the driving force. Maintaining or enhancing environmental quality on reserve and in Inuit communities is largely achieved as a result of undertaking long-term planning and fostering strong and sustainable economic development, vibrant cultures and effective systems of governance.

As a result of the independent analysis of *Gathering Strength* and the 1997 Sustainable Development Strategy , the Centre for Indigenous Environmental Resources and the International Institute for Sustainable Development recommended that the IIAP section of Sustainable Development Strategy 2001-2003 focus on specific areas that would enhance commitments pursuant to *Gathering Strength* while reinforcing areas of the program's mandate that have a strong linkage to long-term community sustainability. The areas identified for reinforcement are: linking financial accountability to the principles of SD; long-term planning; and environmental protection, land management and the devolution of land and natural resource management authority to First Nations. Through the consultation process, the IIAP has also chosen to make commitments related to several other areas it sees as key to moving the sustainable development agenda forward. These areas are land claim and self-government negotiations and identification of specific initiatives that address particular regional concerns.

The tables below contain the commitments the IIAP will be focussing on to move sustainable development forward over the next three years. Many of these commitments are process-based and rely on partnerships with First Nations and Inuit.

IIAP Goal: Sustainable development commitments that enhance *Gathering Strength*			
Objective	**Targets**	**Actions**	**Performance Measures**
Issue: Linking financial accountability to the principles of sustainable development			
1.1 Funding transfer agreements that reflect the principles of sustainable development.[8]	1.1.1 Amend the wording of funding transfer agreements (except funding agreements/ arrangements that are negotiated as part of land claims and self-government agreements) to reflect the principles of sustainable development by December 2002.	1. Examine funding transfer agreements to see how they can reflect the department's sustainable development principles. 2. Modifying First Nations wording of funding agreements to reflect the department's sustainable development principles.	Funding agreements that reflect the sustainable development principles.
Issue: Long-term planning			
1.2 Comprehensive community planning.	1.2.1 A compendium of existing community planning models, best practices and highlighted successes by December 2002.	1. Develop a document describing the elements of comprehensive community planning. 2. Develop and make available a community planning or community-based SDS best-practices data base. 3. Develop and implement an electronic information management data base to allow communities to share information easily on supporting the goal of sustainable development, success stories and best practices.	Develop a guide to comprehensive community planning or community-based SDS and make accessible to all.

8. This will not affect funding agreements already in place.

IIAP Goal: Sustainable development commitments that enhance *Gathering Strength*			
Objective	**Targets**	**Actions**	**Performance Measures**
	1.2.2 A strategy for the development of a consolidated federal approach to comprehensive First Nations and Inuit community planning by December 2003.	1. Work with interested communities and First Nations and Inuit policy, planning and advisory organizations to undertake an analysis of ways of consolidating community planning initiatives/programs within the department. 2. If appropriate, combine all departmental programs into one comprehensive community planning initiative. 3. Work with interested communities, First Nations and Inuit policy, planning and advisory organizations and OGDs to identify existing programs relating to comprehensive community planning. 4. Work with interested communities and First Nations and Inuit policy, planning and advisory organizations to develop their own SDS or comprehensive community plans.	A departmental comprehensive community planning or community-based sustainable development approach/strategy in place at INAC. A guide to federal government programs and services that could assist communities develop comprehensive community plans or community-based SDS.

IIAP Goal: Sustainable development commitments that enhance *Gathering Strength*			
Objective	**Targets**	**Actions**	**Performance Measures**
Issue: Environmental protection, land management and the devolution of land and natural resource management authority			
1.3 Develop an Environmental Stewardship Strategy (ESS) for Reserve Lands.	1.3.1 In partnership with the Assembly of First Nations, the Environment and Natural Resources Directorate will establish terms of reference for the IIAP Inter-sectoral Environmental Steering Committee by March 2001.	1. Contact the Assembly of First Nations to solicit interest and develop the terms of reference for an Environmental Steering Committee.	Terms of reference for the IIAP Environmental Steering Committee finalized.
	1.3.2 In partnership with the Assembly of First Nations, membership on the Environmental Steering Committee determined and committee in place by March 2001.	2. Establish an IIAP Inter-sectoral Environmental Steering Committee comprising departmental representatives from Lands, Capital, Economic Development, Environment and Natural Resources directorates with First Nation representation.	Committee established and minutes from meetings.
	1.3.3 In partnership with First Nations, develop an ESS for Reserve Lands by June 2001.	3. Develop an ESS as a plan of action to address environmental issues to protect the health and safety of First Nations communities and the environmental integrity of reserve lands.	ESS for reserve lands in place.

IIAP Goal: Sustainable development commitments that enhance *Gathering Strength*			
Objective	**Targets**	**Actions**	**Performance Measures**
	1.3.4 As a component of the ESS, develop an IIAP environmental protection program and prepare a Treasury Board submission by December 2001.	1. Develop an IIAP environmental protection program proposal to ensure the protection of the environment on reserve lands. This will be achieved through best practices in environmental assessment, monitoring reserve activities for compliance to legislation and implementing effective enforcement processes. 2. Prepare a Treasury Board submission for approval.	IIAP Environmental Protection Program in place. Resourcing requirements for the IIAP Environmental Protection Program approved by Treasury Board.
	1.3.5 As a component of the ESS, develop an IIAP contaminated sites management program and prepare a Treasury Board submission by December 2001.	1. Develop an IIAP contaminated sites management program proposal to deal with: a) The assessment, remediation and/or risk management of historical high risk orphan sites through the continuation of the department's Environmental Issues Inventory and Remediation Program. b) The creation of an environmental response capacity to respond to future operational and accidental contaminated sites on reserve lands. 2. Prepare a Treasury Board submission for approval.	IIAP Contaminated Sites Management Program in place. Resourcing requirements for the IIAP Contaminated Sites Management Program approved by Treasury Board.

IIAP Goal: Sustainable development commitments that enhance *Gathering Strength*			
Objective	**Targets**	**Actions**	**Performance Measures**
	1.3.6 As a component of the ESS, develop an IIAP environmental capacity development program and prepare a Treasury Board submission by December 2001.	1. Develop an IIAP environmental capacity development program proposal to support awareness and abilities of First Nations and departmental staff to protect the environment on reserve lands. This is to be done by promoting and enhancing the current departmental Indian Environmental Assistance Fund, Environmental Capacity Development Initiative and by supporting interested First Nations in the establishment of First Nation environmental officers. 2. Prepare a Treasury Board submission for approval.	IIAP Environmental Capacity Development Program in place. Resourcing requirements for the IIAP Environmental Capacity Development Program approved by Treasury Board.
1.4 Promotion of increased co-management of natural resources in traditional territories off-reserve, consistent with Aboriginal and treaty rights.	1.4.1 In partnership with First Nations, develop an electronic data base of best practices of co-management of natural resources by June 2002.	1. Analyze existing models with emphasis on First Nation–industry alliances to determine best practices. 2. Develop data base of best practices.	Data base developed and accessible.

IIAP Goal: Sustainable development commitments that enhance *Gathering Strength*			
Objective	**Targets**	**Actions**	**Performance Measures**
1.5 Effective environmental regulatory regimes on reserves.	1.5.1 The implementation of the environmental assessment (EA) and environmental protection (EP) provisions in the First Nation Land Management Act (FNLMA) in three communities by December 2002.[9]	1. Work with the Lands Advisory Board (LAB) and Canadian Environmental Assessment Agency (CEAA) to finalize a generic EA law to be adapted to the needs of individual FNLMA communities. 2. Work with LAB, the CEAA, and regional offices to implement EA regimes in three communities. 3. Work with the LAB and Environment Canada (EC) to develop a generic EP regime to be adapted and implemented by FNLMA communities. 4. Work with LAB, EC and INAC regional offices to implement EP regime.	Functioning EA and EP regimes in three FNLMA communities.
1.6 Legislation for participating First Nations, providing for full management and control of oil and gas resources on-reserve.	1.6.1 Capacity to manage the responsibilities for oil and gas management as spelled out in the Enhanced Co-Management Agreement (ECA) by March 2005.	1. Explore turning over existing leases to First Nations for administration. 2. Provide authority to enter into new leases.	Adherence to work plan set out in ECA.

9. Successful implementation of this target relies on working in cooperation with the Canadian Environmental Assessment Agency, Environment Canada and the Lands Advisory Board.

IIAP Goal: Sustainable development commitments that enhance *Gathering Strength*			
Objective	**Targets**	**Actions**	**Performance Measures**
Issue: Sustainable development and land claims and self-government agreements			
1.7 Land claims and self-government agreements that reflect sustainable development principles.	1.71. Settled land claims and self-government agreements, consistent with INAC's policy, as a means to advance sustainable development.	1. Continue to negotiate land claim and self-government agreements.	Percentage of settled claims and self-government agreements that include clauses relating to the integration of social, economic and environmental factors.
Issue: Regional sustainable development priorities			
1.8 Support the Sustainable Development Institute of the Assembly of First Nations of Quebec and Labrador (AFNQL)	1.8.1 Agreement signed between the federal government and the AFNQL and support mechanism is established by December 31, 2001.	1. Establish a formal communication mechanism between the AFNQL's Sustainable Development Institute and INAC's regional office. 2. Implement the agreement signed between the federal government and the AFNQL 3. Establish an action plan to assist the AFNQL implement Quebec and Labrador First Nation's (QLFN) SDS.	Communication mechanism established. Agreement implemented Number of commitments in the SDS of the QLFN that have been implemented as a result of assistance from Quebec regional office of INAC.

IIAP Goal: Sustainable development commitments that enhance *Gathering Strength*			
Objective	**Targets**	**Actions**	**Performance Measures**
1.9 British Columbia Joint Policy and Planning Forum (INAC, BC region, all First Nations chiefs and administrators, OGDs).	First Nations' endorsed mechanism for facilitating Aboriginal participation in discussions about sustainable development with INAC, BC region by December 2001.	1. Plan and present a detailed information session at the next Joint Planning and Policy Forum, February 2001. 2. Hold workout sessions at the February 2001 forum on how best to continue consultation strategy on sustainable development with First Nations. 3. Create joint First Nations and INAC working group on sustainable development community practices by December 2001. 4. Establish a continuing education plan on sustainable development for use in First Nation communities and in INAC — one which integrates the social, economic and environmental aspects of holistic sustainable development.	Sustainable development as a recurring topic at subsequent Joint Policy and Planning Fora. First Nations endorsement or willingness to engage in sustainable development sub-committee work. Wide usage as a communications product; updated as necessary.

PART 4: COMMITMENTS NORTH OF 60·N

Canada's North: A Land in Transition

The North (Yukon, Northwest Territories and Nunavut) is continuing to experience significant political, economic and social change. The roles and responsibilities of northerners are evolving as a result of land claims, self-government agreements and devolution to northern governments. The department's support for devolution and self-government is designed to foster greater self-sufficiency and to enhance northern participation in the Canadian economy. The settlement of claims is resulting in a changing relationship between government and Aboriginal peoples. Claims settlements are leading to greater involvement in the economy and the development of self-reliant communities.

It is intended that these changes, among other considerations, will lead to the improved integration of environmental, social and economic factors into decision making. In response to northern land claim agreements, government run resource management boards have been created. The boards have responsibility for natural resource and environmental management. With the transfer to regulatory authorities from INAC, the newly created resource management boards are becoming important participants in the move towards sustainable development. Furthermore, Aboriginal governments are increasingly becoming important participants through administration of their lands and resource management institutions, and the receipt of compensation payments and resource royalties. This, in turn, increases their ability to attract private investment and to facilitate the integration of their members into a northern cash economy.

While retaining its overall functions as a resource manager, INAC is becoming less of a regulator and is concentrating more on its functions as a landowner, an intervenor and a technical expert, as well as an advisor to the Minister who will respond to the recommendations of the boards. The department is required to manage funding arrangements and provide advice as the territorial governments, First Nations and Inuit take on greater responsibility for the administration of their programs and services. Although INAC continues to play a role in program and policy development, its involvement in some of the sustainable development programs will continue to diminish over time.

In the meantime, the department continues to retain important responsibilities in the promotion of sustainable development. It still manages and assists in the development of the North's natural resources. (including water, lands, minerals, the issuance of oil and gas rights in the NWT and Nunavut, and forests in Yukon). INAC also contributes to the protection and rehabilitation of the Arctic environment through special programs.

Key initiatives include managing northern resource development; creating an investment climate that will lead to new jobs and opportunities; meeting INAC's responsibilities for environmental protection in the North through initiatives such as the implementation of environmental provisions of land claims agreements; continuing action on Arctic contaminants, the remediation of hazardous sites and participation in circumpolar and international fora to address environmental issues; reviewing and approving land use plans; completing resource management legislation required by the land claims agreements; and implementing a Yukon forest policy.

In contrast to its role in the provinces, the department delivers to the North a limited number of programs and services to First Nations communities. However, its responsibilities are not limited to the Aboriginal population.

Seven principles specifically for the North are:

1. Engagement of interested local communities and organizations when planning and implementing federal programs in the North.
2. Equitable and fair opportunities for all northern peoples, with the risks, drawbacks and benefits of development shared fairly among all those affected.
3. Minimization of pollution in the North, and movement towards accountability.
4. Decisions based on the best available, scientific, traditional and local knowledge.
5. Integration of social, environmental and economic values, particularly those of northerners, in federal planning, implementation and decision-making.
6. Eco-system approach for planning and implementing federal programs and activities, where possible.
7. Lack of full scientific certainty is not to be used as a reason to postpone cost-effective measures to prevent environmental degradation where there are threats of serious or irreversible damage.

The ability to implement the strategy that follows is highly dependent on the availability of resources. As a program that works in partnership with many others, it is also dependent on the outcome of complex negotiations. Consequently, time frames must be flexible and cannot always be established well in advance. As a result, dates and time frames are often associated with performance measures rather than with targets.

Goal 1: Healthy human and natural environment			
Objectives	**Targets**	**Actions**	**Performance Measures**
1.1 Minimize the health effects from contaminants.	1.1.1 Increased awareness of contaminants in the environment to allow northerners to make informed decisions on traditional food and lifestyles.	1. Conduct research on contaminants in the North as it relates to human health and the health of the environment. 2. Communicate the results of this research to northerners and northern communities.	- Implementation of recommendations in annual management reviews. - Completion of the second Canadian Arctic Contaminants Assessment Report II, by March 31, 2002.
	1.1.2.a Creation of a prioritization system for all northern contaminants sites by Dec. 2001. 1.1.2.b Phase II/III environmental assessment for at least five sites by 2002 1.1.2.c Containment of PCB-contaminated soils project (Resolution Island) by 2003. 1.1.2.d Contaminated sites management program developed by Dec. 31, 2001. 1.1.2.e INAC responsibilities in the Arctic component of Canada's National Program of Action on Land-based Sources of Marine Pollution implemented by 2003.	1. Remediate hazardous conditions at orphan mines, closed military sites and other high-priority abandoned sites.	- Inventory of sites is prioritized for clean-up. - Assessment report completed. - Project summary report of Resolution Island Project. - Endorsed Contaminated Sites Management Program. - Implementation of the strategy and actions of the program assessed annually by federal, provincial and territorial committee.
1.2 Risks associated with wildfires are minimized.	1.2.1 Development and implementation of community education and preventative measures concerning wildfires by 2003.	1. Collaborate with Yukon Territorial Government (YTG) in the Fire Smart Program.	- Number of acres damaged by wildfires. - Assessment of community knowledge of Fire Smart Program.
1.3 Land and resources are managed using holistic approaches.	1.3.1 Increased understanding of water quality and quantity in the North (ongoing).	1. Maintain the baseline water-quantity monitoring programs in the three territories and carry out as necessary, water quality studies and monitoring. 2. Develop and implement a water monitoring	- Report on history and current trends (quality and quantity) of specific multi-use sub-basins in the Yukon by March 2002. - Successful water monitoring business plan.

Goal 1: Healthy human and natural environment			
Objectives	**Targets**	**Actions**	**Performance Measures**
		business plan for the NWT and Nunavut and evaluate its performance. 3. Study sedimentation processes as part of the Yukon Placer Mining Authorization review in 2001.	- Number of water monitoring stations over time.
	1.3.2.a Territorial committee of land managers established by March 2001. 1.3.2.b Set of common sustainable development principles that apply to land management, developed by 2002. 1.3.2.c Harmonized process of federal and territorial regulatory activities developed by 2002. 1.3.2.d. Policy directives for inclusion in the Lands Manual (ongoing). 1.3.2.e. Policy on managing human activities in caribou calving and post-calving areas on federal land in Nunavut and the NWT, prepared by 2002.	1. Increase collaboration with land claims groups and institutions of public government to develop effective and complementary land use practices.	- Committees established. - Agreement on a common set of principles. - Harmonized processes. - Four directives per year. - Policy and guidelines concerning management of human activities in caribou calving and post-calving areas.

Goal 1: Healthy human and natural environment			
Objectives	**Targets**	**Actions**	**Performance Measures**
	1.3.3 Northern land use plans and Protected Area Strategies (PAS) that reflect community values and the principles of sustainable development (ongoing).	1. Participate in the process of the development of land use plans to promote consistency with sustainable development principles. 2. Participate in the Protected Areas Advisory Committee and Protected Areas Secretariat in the NWT. 3. Provide recommendations to the Minister regarding approval of three land use plans including a section which specifically addresses consistency with sustainable development principles. 4. Provide advice on the evaluation of at least one candidate protected area in the NWT region. 5. Analyze Yukon PAS. 6. Prepare guidelines for third-party compensation, interim protection and mineral and energy resource assessment process in the NWT.	-Percentage of protected areas and land use plans that reflect community values and principles.

Goal 1: Healthy human and natural environment			
Objectives	**Targets**	**Actions**	**Performance Measures**
	1.3.4 Waste management guidelines produced by December 2001.	1. Assist new boards with guidelines for approval of waste management facilities (NWT and Nunavut) and provide technical advice through interventions at public meetings and hearings.	- Waste management guidelines drafted.
	1.3.5 Co-ordination of federal government sustainable development activities in the North by 2002.	1. Lead the development of a federal sustainable development strategy for the North.	- A federal strategy for the North in 2001-2002 that co-ordinates activities of federal departments.

Goal 2: New governance systems and political restructuring in the North			
Objective	**Targets**	**Actions**	**Performance Measures**
2.1 Northern governments that integrate social, environmental and economic factors in decision making.	2.1.1 Products from the Intergovernmental Forum reflect sustainable development principles (ongoing).	1. Provide working groups with sustainable development principles. 2. Incorporate sustainable development principles into intergovernmental processes.	- Percentage of products of the Intergovernmental Forum that reflect sustainable development principles.
	2.1.2 Devolution of Yukon land resource management authorities resulting in greater local accountability for upholding sustainable development principles, by 2002.	1. Complete and sign the Yukon Devolution Transfer Agreement and introduce implementing legislation in Parliament.	- Devolution of Yukon land resource management authorities complete.
	2.1.3 Implementation of obligations pursuant to agreements with Aboriginal peoples and territorial governments (ongoing).	1. Address areas of shared management with the governments of Nunavut and the NWT.	- Annual government-to-government reviews of areas of shared management for the NWT and bi-annual reviews for Nunavut.

Goal 3: Sustainable utilization of northern natural resources			
Objectives	**Targets**	**Actions**	**Performance Measures**
3.1 Renewable and non-renewable resources developed in a manner which optimizes the long-term net benefits to the North.	3.1.1 Access to scientific and traditional knowledge data bases for use in decisions regarding the implementation of development and measurement of sustainable development progress, by 2003.	1. Compile an inventory of existing data bases. 2. Provide access to data bases through government on-line programming. 3. Carry out an assessment of data needs for compliance with the regulatory regime, measurement of sustainable development progress, natural resource baseline and planning, and economic development planning.	- Inventory completed and made available on-line. - Needs assessment completed.
	3.1.2 Effective assessment processes so that the social, economic and environmental factors are considered in resource development projects, by 2002.	1. Enact development assessment process (DAP) in Yukon legislation and implement the process. 2. Work with territorial governments to develop selection guidelines for federal and territorial government nominations to boards that will influence the range of technical expertise, interests and time lines of appointments. 3. Work with institutions of public government to enhance their technical capacity. 4. Apply the Protected Area Resource Assessment Process to evaluate proposed protected areas. 5. Work with Environment Canada and others to develop an NWT cumulative effects assessment and management framework. 6. Develop, with stakeholders, a cumulative impact monitoring program under the *Mackenzie Valley Resource Management Act* (MVRMA) and a general monitoring program under the Nunavut Land Claims Agreement.	- Introduction of DAP legislation. - Terms of reference for the chairs of boards by March 2001, and guidelines implemented. - Training program implemented. - Percentage of protected area candidates assessed for economic potential prior to designation, according to the level of protection envisaged. - Framework submitted to Ministers of INAC and EC by Dec 1, 2001; commencement of the implementation of frameworks April 2002. - Cumulative impact monitoring program implemented.

Goal 3: Sustainable utilization of northern natural resources			
Objectives	**Targets**	**Actions**	**Performance Measures**
		7. Develop cumulative impact monitoring (CIM) regulations for the Mackenzie Valley to implement the cumulative impact monitoring model.	- CIM Regulations created.
	3.1.3 Resolution of regulatory issues associated with the administration and control of natural resources and associated infrastructure, by 2003.	1. Identify means of improving efficiency and effectiveness of the regulatory process in Nunavut with the establishment of a mineral development advisory group to identify administrative processes requiring change. 2. Develop a regulatory regime in readiness for the eventuality that pipelines will be constructed. 3. Complete regional regulatory guidelines for oil and gas exploration and development in the NWT. 4. Assess Territorial Lands Regulations and Canada Mining Regulations for effectiveness 5. Develop resource management legislation for Nunavut. 6. Prepare surface rights legislation for the NWT.	- Advisory group created. - A plan and a process that are acceptable to industry and all stakeholders. - Guidelines for oil and gas exploration and development for Inuvialuit, Sahtu-Gwich'in and Deh Cho regions. -Report with recommendations for regulatory change. - Reintroduction of water and surface rights legislation. - Surface rights legislation introduced.
	3.1.4 Modernization of administration and control of natural resources, by 2003.	1. Harmonize northern mineral policy with Canada's minerals and metal policy and the Sustainable Development Strategy. 2. Evaluate current inspection and enforcement practices and make recommendations for improvement. 3. Develop mine reclamation policy for the NWT and Nunavut. 4. Prepare Quartz Mining Development, Production and Reclamation Regulations and associated policies and procedures in Yukon. 5. With NRCan and in consultation with affected land claimants, review offshore mineral rights in the Canada Mining Regulations and develop	- Revised Northern Mineral Policy or new mineral policy for each territory. - Recommendations accepted. - Mine Reclamation Policy completed and implemented. - Regulations in place by December 2001, policies and procedures in place by December 2001. - Policy objectives developed.

Goal 3: Sustainable utilization of northern natural resources			
Objectives	**Targets**	**Actions**	**Performance Measures**
		policy objectives for offshore mineral rights.	
	3.1.5 Incorporation of sustainable development principles in initiatives undertaken by INAC or with funds from INAC (ongoing).	1. Incorporate sustainable development principles in all relevant partnership arrangements.	- Explicit incorporation of the principles of sustainable development in all partnership arrangements and specific initiatives.
		2. Develop a policy on interim withdrawals of land from mineral staking and timelines for reinstatement of surplus lands once boundaries of permanently withdrawn areas have been finalized for areas designated under PAS and national park creation process.	- Policy and timelines established.
		3. Hold workshops on appropriate instruments, infrastructure and arrangements for promoting mining and hydrocarbons in the context of sustainable development.	- Successful delivery of at least one workshop by March 31, 2002.
		4. Participation in the Infrastructure Canada Program in the North, focussing on green infrastructure.	- Feasibility studies undertaken for new infrastructure supportive of economic development.
		5. Develop Impact and Benefit Agreement (IBA) Policy.	- Impact and Benefit Agreement Policy by September 2002.
		6. Apply Oil and Gas Benefits Plan to new developments.	- Percentage of new developments to which the Oil and Gas Benefits Plan is applied.
	3.1.6 Application of sustainable forestry management programs that are appropriate to northern conditions by 2003.	1. Work with Yukon First Nations, Renewable Resources Councils and the YTG, to establish a process to ensure that forestry harvesting rights of the Yukon First Nations are incorporated into planning, policy and allocation processes.	- Focussed public consultations. - Plans produced to reflect First Nations harvesting rights over a period of five years.
		2. Model forestry data to predict northern growth and yield curves.	- Validation of the model.
		3. Negotiate Timber Harvesting Agreements (THA) with local industry.	- Finalization of THA process.

Goal 4: Sustainable communities			
Objectives	**Targets**	**Actions**	**Performance Measures**
4.1 Traditional knowledge (TK) reflected in INAC's decisions affecting communities.	4.1.1 Enhanced understanding in INAC of traditional knowledge (ongoing).	1. Create Elders' lodges in Yukon and NWT regional offices where employees can share and understand cultural differences and discuss workplace and life issues. 2. Co-ordinate two cultural orientation sessions per year in Nunavut for INAC employees. 3. With departmental sectors and Aboriginal groups, assess the need for a policy statement for the use of TK in NAP's resource management activities.	- Regional Elders' lodges opened by December 2003 in Nunavut and Yukon. - Two orientation sessions held per year. - Review of the need for a policy statement including evaluation of existing practices by fall 2001. - Internal guidelines drafted by Spring 2002.

Goal 4: Sustainable communities			
Objectives	**Targets**	**Actions**	**Performance Measures**
4.2 Community capacity to participate in, and to benefit from, northern activities is maximized.	4.2.1 Ten percent increase in the number of northern Aboriginal people benefiting from capacity building programs by 2003.	1. Review the effectiveness of existing Community Economic Development programs with a view to increasing the number of Aboriginal people benefiting from the program and the number of Aboriginals benefiting from economic development programs targeting Aboriginal peoples including Resource Access Negotiations Program (RAN), Procurement Strategy for Aboriginal Business, Community Mobilization Program, Community Economic Development Program, Resource Acquisition Initiative (RAI), Economic Opportunities Plan, Economic Development Opportunity Fund, Aboriginal Workforce Participation Initiative, Resource Partnerships Program, Aboriginal contract guarantee instrument, Major Business Project Program and the Regional Partnership Fund.	- Percentage increase in northern Aboriginal participation in programs advancing skills in management administration, business and technology.
		2. Implement Employment Equity Human Resource Plans.	- Employment Equity Human Resource Plans implemented by April 2001.
		3. Evaluate existing departmental capacity building programs in the NWT through the Intergovernmental Forum.	- Report and recommendations on capacity building program in the NWT.
		4. Evaluate and update existing Inuit employment plans in Nunavut.	- Evaluation completed with recommendations for changes in employment plans in Nunavut.
		5. Establish baseline data on capacity building in Nunavut.	- Baseline data collected on capacity building in Nunavut.

Goal 4: Sustainable communities			
Objectives	**Targets**	**Actions**	**Performance Measures**
	4.2.2 Ten percent increase in the number of Aboriginal people working in communities after training in government offices by 2003 based on 2001 baseline.	1. Collaborate in Representative Public Service Human Resource Plan to provide training in government offices and for major projects (e.g., contaminated sites clean-up) for Aboriginal people who may return to work in communities.	- Number and percentage of Aboriginal people trained in government offices and major projects who are working in communities.
	4.2.3 Fifty percent of Northern Affairs Program data bases and public registries are accessible on-line by 2003 and 100 percent by 2004.	1. Disseminate and exchange scientific and resource management information electronically and provide on-line mapping and analytical capability.	- Number and percentage of data bases and registries available on-line.
	4.2.4 Fifty percent applications for client services online by 2003, and 100 percent by 2004.	1. Enable on-line transactions related to acquisition of rights, titles and permits, and the payment of rentals and fees.	- Number and percentage of applications available on-line.

Goal 5: Sustainable development in INAC's international activities			
Objectives	**Targets**	**Actions**	**Performance Measures**
5.1 Sustainable development principles, actions and practices are adopted by circumpolar nations.	5.1.1 Strong participation in the sustainable development program of the Arctic Council (ongoing).	1. Lead the Canadian Advisory Team on Sustainable Development for the Arctic Council. 2. Organize a workshop on capacity building. 3. Lead the initiative on the future of children and youth of the Arctic and implement work plans. 4. Participate in the development of Arctic initiative on Rio +10.	- Workshop conducted in 2001. - Implementation of work plans (health, internships, networking).
	5.1.2 One hundred percent of Canada's bilateral and multilateral arrangements with other Arctic states conforming with the principles of sustainable development by 2003.	1. Continue co-operation with Russian partners to: strengthen northern municipal partnerships; strengthen the capacity of northern Chambers of Commerce to maintain business with the Russian North; position northern and Aboriginal experts for contracts by international donors in the Russian North; strengthen linkages between northern and Aboriginal women in business through creation of a Canada–Russia Forum. 2. Facilitate increased economic co-operation between Northern Canada and Greenland through the Canadian North–Greenland economic exchange program and by participating in the Quadripartite Plus Conference. 3. Work with Canada's European Union (EU) partners on northern co-operation by	- Percentage of bilateral and multilateral agreements with Arctic states that follow sustainable development principles. - Partnership agreements signed between northern Canadian and Russian cities and communities. - Co-operative agreements signed between Chambers of Commerce in both countries and trade missions. - Economic exchanges between the Canadian North and Greenland. - Outcomes of Quadripartite Plus Conference. -Development and implementation of concrete projects to fulfill Joint Statement

Goal 5: Sustainable development in INAC's international activities			
Objectives	**Targets**	**Actions**	**Performance Measures**
		participating in the implementation of the Joint Statement by Canada and the EU on Northern Co-operation. 4. Collaborate with the Arctic Security Working Group in Nunavut to review the issues associated with increased air traffic to Russia and the impact of climate change on marine traffic using the Northwest Passage.	on Northern Co-operation. - Issues identified and addressed by Arctic Security Working Group.
5.2 Reduction and elimination of contaminants entering the Arctic from sources outside Canada.	5.2.1 Clear progress toward reduction or elimination of the introduction of long-range transport of contaminants into the Arctic by 2002.	1. Provide Canadian analysis in support of Arctic Monitoring and Assessment Program (AMAP) II to evaluate aspects of the circumpolar environment. 2. Participate in the negotiating team to ensure Canadian interests are considered in the development of control measures and monitoring plans by the LRTAP convention working group on effects to support the POPs and heavy metals protocols. 3. Encourage other countries to consider new controls on POPs under the LRTAP convention POPs protocol. 4. Promote the regional program of action on land-based sources of marine pollution and assist Russia in meeting its national action plan.	- AMAP II draft by September 2001. - AMAP II final report by fall 2002. - A global, legally binding instrument for implementing international action on 12 specified organic pollutants in 2001. - Ratification by other nations of the LRTAP POPs and heavy metals protocols. - Contribute working papers and other submissions to the Protection of the Arctic and Marine Environment Working Group. - Participation and support for partnership conference in Russia 2001.

PART 5: ADMINISTRATION PROGRAM COMMITMENTS

Greening Internal Operations

In the Speech from the Throne in October 1999, the federal government affirmed its commitment to incorporate the principles of sustainable development in all decision making and promised that, "In its own operations, the Government will make itself a model of environmental excellence." In this fifth section of the Indian and Northern Affairs Canada Sustainable Development Strategy 2001-2003, the Administration Program will continue to learn from the lessons of the last three years and make meaningful progress toward the ideals outlined in the Speech from the Throne.

Ongoing work continues in such areas as the following.

- Participation in co-ordinated efforts with other departments. Specifically, these efforts have been undertaken through the committee Performance Measurement for Sustainable Government Operations (PMSGO) which has the mandate to develop performance measures, indicators and targets; "Sustainable Development in Operations: A Co-ordinated Approach" (SDGO) that was signed by several key departments; and the Interdepartmental Network on Sustainable Development Strategies (INSDS) which is an interdepartmental committee that shares sustainable development strategy information.

- Planning for a sustainable development strategy reporting system, as part of the environmental management system (EMS) that will be Web-based and accessible to all employees. This system will enable data from across the country to be captured, so that progress towards commitments can be measured.

- Ensuring that the Sustainable Development Strategy and supporting EMS are national in application. It is intended that regional counterparts will be in a position to manage the sustainable development strategy commitments, as well as other important environmental issues as they arise.

- Reaffirming the department's overall goal to manage its operations in ways that are more eco-efficient, so that environmental impacts are reduced and good management practices encouraged.

This part of INAC's Sustainable Development Strategy 2001-2003 is divided into five sections.

Section 1: Provides an overview of what has been accomplished, lessons learned and changes that will be forthcoming since the tabling of INAC's first Sustainable Development Strategy in 1997.

Section 2: Outlines the structure and benefits of an EMS which will be essential to the delivery of the new SDS 2001-2003 commitments. The continuing development and implementation of an EMS are primary components of Part 4 of Sustainable Development Strategy 2001-2003.

Section 3: Provides information regarding real property management and the upcoming system changes that will affect this file. By embracing new technologies, the AP will be in a better position to manage this file in a way which is consistent with sustainable development and thereby limit the potential liabilities to which the department is exposed.

Section 4: Emphasizes the necessity to provide INAC employees with general environmental awareness in the area of the new Sustainable Development Strategy 2001-2003 commitments, as they pertain to the AP. Furthermore, specific training will be provided to employees whose area of responsibility lies in procurement, fleet management, waste management and land use management.

Section 5: Outlines the AP objectives, targets, actions and performance measures that will be the focus for the next three years of this strategy. If required, the modification of either commitments, targets or performance measures will be done in a way that is consistent with the reporting expectations of the CESD through the appropriate mechanisms.

Section 1: Overview of the 1997 Sustainable Development Strategy

What has the Administration Program accomplished in the last three years?

The 1997 Sustainable Development Strategy was the first step in a journey to promoting and enabling greener operations internal to the department. While there has been progress in implementing the AP section, there is much that remains to be done within the program.

What has the AP learned from the first strategy?

As explained in Part 1, an internal audit on the implementation of the greening of government component of the first strategy was conducted by the DAEB and presented to senior management along with an action plan. Much of the basis for developing the AP component of Sustainable Development Strategy 2001-2003 leads from the audit findings and recommendations. It is intended that the DAEB will conduct future audits to provide the AP with a status report on the implementation of Sustainable Development Strategy 2001-2003.

Over the course of the first strategy, it has become evident that the ongoing support of Public Works and Government Services Canada is essential in the department's efforts to move forward in the greening of its internal operations. Without this support, INAC is limited in what it can accomplish in areas such as solid waste management, energy and water efficiency.

The principal area of concern is that the majority of the department's employees across the country occupy office buildings which are leased from the private sector by PWGSC, thereby limiting the influence that both PWGSC and INAC have on internal greening initiatives. Potential support from PWGSC includes, for example, the installation of multi-material recycling facilities as a pilot project in certain leased facilities, and the provision of data on associated waste reductions where possible (Objective 1.5). With recycling infrastructure in place, the role of AP will be to develop a training package for employees so they can be made aware of their role in the greening of the department's operations (Objective 1.2).

What will change in Sustainable Development Strategy 2001-2003?

As a result of lessons learned from the first strategy, several changes have been incorporated in Sustainable Development Strategy 2001-2003. These changes are the direct result of issues which were not addressed or not given sufficient attention and support in the 1997 Sustainable Development Strategy. Accordingly, the AP has determined that the Sustainable Development Strategy 2001-2003 should do the following:

- **Raise the level of awareness of the department's greening of government operations component of the Sustainable Development Strategy through innovative training methods, and reinforce what employees can do to support sustainable development within the department.**

  A key finding of the DAEB audit is inconsistent employee knowledge and awareness of the Sustainable Development Strategy. Based on this finding, a training package will be prepared

and delivered to all INAC employees in an attempt to increase the awareness of the commitments in Sustainable Development Strategy 2001-2003 (Objective 1.2).

- **Ensure that the Report on Plans and Priorities captures the AP Sustainable Development Strategy 2001-2003 commitments and that the progress that has been made on the implementation of those commitments is reported on in the Departmental Performance Report.**

  The implementation of the AP Sustainable Development Strategy commitments will be an on-going and evolving process which will be supported by the department's EMS. It is critical, therefore, that the resource requirements for EMS implementation be included in the department's budget planning processes, and key priorities be adopted within the RPP. As well, it is important for the progress made on AP commitments under the Sustainable Development Strategy to be reported on in the DPR.

- **Involve senior management**

  Senior management within the Administration Program will be kept up-to-date on sustainable development strategy developments through periodic meetings. Furthermore, it is important that senior management recognize the need for resources, not only for implementation of the commitments contained in Sustainable Development Strategy 2001-2003, but also for the ongoing maintenance of the department's EMS. Senior management support is also necessary to accommodate new issues pertaining to sustainable development on an ongoing basis, to modify existing issues and to ensure that efforts directed at these issues are measured and reported (consistent with department-wide Goal 1: Objective 1.1).

- **Adopt SMART targets**

  The CESD made clear after the review of the first sustainable development strategies, that departments need to choose targets that are SMART: specific, measurable, achievable, realistic and time-bound. The challenge, therefore, is to adopt targets and performance measures that provide a clear view of the progress that has been made and identify areas requiring additional attention. Wherever possible in Section 5.0, the AP has adopted SMART targets.

- **Emphasize interdepartmental co-ordination on performance measures**

  A Guidance Document was developed by PMSGO to assist departments/agencies as they develop reporting systems to track performance with respect to greening their operations. The

AP has used the measures identified in the PMSGO document as a guide when developing Sustainable Development Strategy 2001-2003.

As mentioned in the introduction, the government has identified eight theme areas that cut across all departments to varying degrees. One of these areas is sustainable development in government operations. The AP has signed the document that addressed this area, "Sustainable Development in Government Operations: A Co-ordinated Approach." Through the AP, INAC will participate with other departments in addressing and reporting against common measures of performance. This will provide a level of consistency federally in the greening of government operations.

Section 2: Administration Program Environmental Management System

The Commissioner of the Environment and Sustainable Development has adopted the international environmental standard, ISO 14001, tailoring it slightly to reflect the realities and expectations within the public sector. The CESD is applying the ISO 14001 standard for departmental EMS as a means of assessing departmental sustainable development strategy management frameworks. It is the intent of the AP to ensure that it has an EMS that is consistent with this standard. In part, this intention responds to the finding of the DAEB audits. Those audits identified the lack of a formal system to set and revise the department's environmental objectives and targets as required, develop action plans and measure performance.

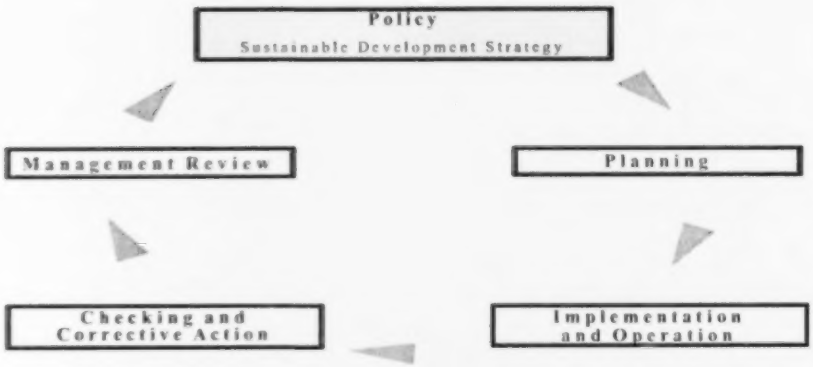
What is an EMS?

ISO 14001 defines an EMS as "that part of the overall management system that includes organizational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, reviewing and maintaining the environmental policy." As such, the AP EMS will include a set of agreed on procedures and processes that enable the objectives and targets committed to in this Sustainable Development Strategy to be addressed through an action plan. However, the day-to-day operational requirements of compliance with environmental management will be part of the department's EMS, but are not reflected in the future context of Sustainable Development Strategy 2001-2003. For example, the need for compliance with existing legislative requirements (e.g., CEAA, annual fuel tank registration) does not appear in this Sustainable Development Strategy, but are encompassed in the EMS (Objective 1.4).

What is the EMS cycle?

Planning

As part of the planning process, the CESD has suggested that departments clearly define:



- who is responsible for implementing sustainable development strategy goals and objectives;
- a plan for how the goals and objectives are going to be implemented; and
- what resources are required to respond to sustainable development strategy objectives, targets and reporting requirements.

Implementation

The development and use of a management process, including procedures and work instructions, are key to implementing an action plan. The CESD suggests that departments establish procedures and work instructions describing how and when their objectives and targets for Sustainable development will be achieved. It is imperative that the guidelines, procedures and processes, are in place to assist in the implementation of Sustainable Development Strategy goals and objectives.

Checking and corrective action

Sustainable development strategy implementation requires that periodic reviews be conducted to determine progress, identify where problems or gaps exist, and where management frameworks and operational processes may have to be modified. In the case of Sustainable Development Strategy

1997, the DAEB carried out this task by conducting an audit, providing an action plan and reporting to senior management on the overall status of the department's greening of internal operations.

Management review

The planning cycle contained in ISO 14001 requires that senior management be periodically provided with a review of progress in implementation of environmental management systems and noting where gaps in the cycle exist. This review allows managers to make adjustments or modifications where necessary to ensure that the gaps are closed during the development and implementation of the next Sustainable Development Strategy.

What are the benefits of an EMS?

An EMS with a well documented set of procedures and practices will enable the AP to:

- identify and avoid unnecessary environmental risks;
- limit its exposure to liabilities;
- ensure compliance with the various acts for which it is responsible (*Canadian Environmental Protection Act*, CEAA, *Fisheries Act*, etc.);
- track progress toward sustainable development strategy objectives and targets on an ongoing basis;
- adapt to changes in priorities in the issues on which this sustainable development strategy is based; and
- respond to internal and external requests for information on the status of environmental issues.

Section 3: Real Property Management

INAC's real property inventory has approximately 400 properties and contains 850 assets. The holdings in question include properties and buildings which are not part of First Nation reserves but are currently being used for program delivery. Departmental holdings include housing units, commercial and institutional facilities and even such things as wharfs and rights of ways. All of these assets are contained in the Departmental Real Property Information System (DRPIS). However, the DAEB audit identified that the departmental inventory of properties was not complete, and that the system for keeping the inventory up-to-date was cumbersome. This was a factor in the AP decision to replace the outdated DRPIS with the new Automated Real Property Management System (ARMS) that is Web-based and accessible to all INAC regional property managers. The system was developed by Environment Canada and has been that department's primary real property system since 1998.

Automated Real Property Management System

INAC's Administration Program, in partnership with EC and PWGSC, is in the process of developing an agreement that will have the EC provide the technological support, and PWGSC Real Property Service Unit will host the system from the British Columbia Regional Office. When the agreement is finalized, the DRPIS will be uploaded into ARMS and an in-depth training course will be provided to approximately 30 employees from across the country (Objective 1.9). The AP expects that once ARMS is up and running, the new system will:

- enable regions to have better access to monitoring and reporting of property information regionally;
- enable the AP to capture information that is timely and relevant to proactive property management nationally;
- promote better risk management practices surrounding properties that have potential environmental liabilities; and
- provide senior management with the most up-to-date and relevant information available on properties across the country.

Sustainable development in government operations: a co-ordinated approach

The Assistant Deputy Minister (ADM) of Corporate Services, along with the ADMs of several other key departments, signed the document, "Sustainable Development in Government Operations: A Co-ordinated Approach." The document is founded on the major, ongoing commitments of *A Guide to Green Government* and recommends best practices in seven priority areas of operations. It proposes a toolbox of collaboratively developed performance measures and offers a sample set of concrete targets.

In the case of the AP, the largest potential impact would be in the 14 departmentally owned facilities in the North which are integral to program delivery (i.e., labs, warehouses, fire bases). Although these facilities are small and have few employees working on the premises, the AP will attempt to ensure they are managed in ways that are consistent with the SDGO and that promote the AP overall goal of eco-efficiency.

Purchase of surplus federal properties by comprehensive claims

A recent Treasury Board submission provided funds for INAC's Comprehensive Claims Branch to purchase surplus federal properties in order to settle outstanding comprehensive claims. The AP provides a recommendation to the ADM of Corporate Services on the purchase of any surplus federal

property based on its environmental condition. In the event that the property does not comply with federal acts such as CEPA, or if the estimated remediation costs are too high, the AP has the authority to recommend against acquiring the property. However, if a property does present environmental concerns, but they are deemed manageable, a remediation action plan must be developed before placing the property in the inventory (Objective 1.11).

Section 4: Raising Awareness in the Department

In response to the DAEB audit, which found there was inconsistent knowledge and awareness regarding the department's first Sustainable Development Strategy, the AP has identified areas where communications and training should be focussed. As a result, a department-wide communication strategy and several training tools are being developed to raise employees' sensitivities to the Sustainable Development Strategy as a whole, and environmental issues pertinent to the department. It is recognized that effective communication and training are essential components of the sustainable development equation and therefore, these aspects receive a renewed focus in Sustainable Development Strategy 2001-2003. The AP will continue to use events such as Environment Week, when the profile of the environment is elevated, to reiterate key messages and distribute awareness questionnaires.

Communications

A newsletter, *Green Pages*, with issues specific to the AP, will be sent to employees electronically every two months and housed on a Web site. The *Green Pages* provide a medium to inform employees about progress toward sustainable development commitments, and will focus on priority areas within the AP (Objective 1.2).

Training

To maximize the use of training tools, an on-line training package is being developed which will provide employees with one-window access to information regarding the AP component of Sustainable Development Strategy 2001-2003. It is anticipated that this Web-based format will allow easy access for employees due to its availability and user-friendly format (Objective 1.2).

Reporting

Information provided by employees across the country will form the basis of the departmental reporting system. The reporting system will capture information that may be currently available in the regions, but

is not being reported on from a corporate perspective. Employees whose day-to-day work directly affects the AP Sustainable Development Strategy 2001-2003 commitments (e.g., fleet and procurement, accommodations) will receive the necessary guidance and information, so that their efforts are consistent with sustainable development strategy reporting requirements. To promote the effective management of the AP component of Sustainable Development Strategy 2001-2003, a training course for the on-line reporting system, will be provided to all regional AP Managers and their staff (Objective 1.2).

Section 5: Sustainable Development in Action

In response to the CESD findings, the AP has adopted SMART targets in this strategy. Sustainable Development Strategy 2001-2003 outlines the objectives, targets, actions and performance measures that will be reported on over the course of the next three years.

Goal: Reduce the environmental impact of INAC's internal operations			
Objective	**Targets**	**Actions**	**Performance Measures**
1.1 To strengthen our partnership with PWGSC in greening INAC's operations.	1.1.1 Signing of a memorandum of understanding (MOU) between INAC and PWGSC by December 2001, stipulating the accountability and responsibility of each department, for those areas in which INAC is dependent on PWGSC for infrastructure (e.g., multi-material recycling facilities) and waste management performance data (e.g., waste produced).	1. Hold discussions as required to finalize the MOU. 2. Offer INAC leased facilities for use as potential pilot projects. 3. Work with PWGSC to ensure that multi-material recycling facilities are provided in all INAC occupied facilities as soon as possible. 4. Ensure that PWGSC is aware of recycling infrastructure available in municipalities surrounding INAC leased facilities. 5. Develop protocols with PWGSC to ensure that monitoring information on waste management is provided to INAC to enable waste management targets to be tracked.	• MOU signed.

Goal: Reduce the environmental impact of INAC's internal operations			
Objective	**Targets**	**Actions**	**Performance Measures**
1.2 To make employees aware of Sustainable Development Strategy 2001-2003 and of their role in the greening of government operations.	1.2.1 Communicate to 100 percent of employees, the benefits of greening internal operations, by 2002.	1. Develop and launch an environmental awareness intranet site. 2. Develop and circulate a questionnaire to gauge the level of employee awareness of departmental efforts to green internal operations.	• Number of visits on the intranet site. • Percentage of employees who complete an awareness questionnaire. • Percentage of employees who respond correctly to the questionnaire.
	1.2.2 Fifty percent of departmental employees complete a Web-based training package, by 2002.	1. Develop a one hour, Web-based training package on greening of operations.	• Percentage of employees with access to the training package. • Percentage of employees who register and complete the training package.
	1.2.3 One hundred percent of public service (PS) employees who are responsible for reporting on sustainable development strategy progress complete a training package, by 2002.	1. Develop and implement a training package to targeted employee groups.	• Percentage of employees who have been provided the training package. • Percentage of employees who have completed the training package.
1.3 To encourage greener procurement practices within the department.	1.3.1 One hundred percent of green purchase orders will be captured by the new FIS (OASIS), by April 2002.	1. Establish what constitutes a green product for INAC. 2. Develop and implement a green training module directed at the purchase of goods. 3. Ensure FIS (OASIS) training includes the system's capabilities for capturing green procurement.	• Percentage and dollar value of green purchase orders captured by FIS (OASIS). • Percentage of green purchases as a proportion of total purchases.

Goal: Reduce the environmental impact of INAC's internal operations			
Objective	**Targets**	**Actions**	**Performance Measures**
	1.3.2 One hundred percent of procurement staff receives information regularly on green products, beginning April 2001 and ongoing.	1. Information on facilitating green purchasing is regularly distributed to procurement staff. 2. Determine the most often purchased goods, and distribute information on green alternatives to procurement officers.	• Percentage of procurement staff receiving information on green products (to be measure by employee awareness survey).
	1.3.3 One hundred percent of suppliers will be provided with information on the importance INAC places on procuring green goods and services, by 2002.	1. Develop and distribute an information package to suppliers.	• Percentage of suppliers that have received information.
	1.3.4 Fifteen percent of acquisition card holders will be using a green procurement tool by 2003.	1. Establish a green procurement pilot project. 2. Modify the acquisition card policy to reflect greener procurement tools.	• Percentage of employees using green procurement tools in relation to total number of acquisition card holders.
	1.3.5 Increase employee use of green hotels while travelling, beginning 2001.	1. Work with Rider Travel Services to ensure that, where possible, employees use green hotels 2. Promote green hotels to employees, targeting those who travel frequently.	• Percentage of employees who stay in green hotels.
1.4 To develop a PS EMS to support sustainable development strategy implementation.	1.4.1 An EMS is integrated into the day-to-day activities of PS by April 1, 2002.	1. Estimate resource requirements needed to support continuing EMS design and implementation. 2. Incorporate resource requirements for the EMS into the RPP (Sept 2001). 3. Adopt tracking mechanism to enable progress on sustainable development strategy commitment implementation to be monitored and reported. 4. Identify and assign responsibilities for maintenance of EMS. 5. As needed, provide training on the reporting requirements of the EMS.	• Presence of an EMS that supports sustainable development strategy implementation. • Percentage of employees trained or made aware of their role in EMS implementation.

Goal: Reduce the environmental impact of INAC's internal operations			
Objective	**Targets**	**Actions**	**Performance Measures**
1.5 To minimize waste produced by INAC employees.[10]	1.5.1 Obtain waste management data (by stream) in Crown-owned and -leased facilities occupied by INAC by 2002.	1. Develop, with PWGSC, an appropriate methodology to ensure waste audit information is produced in INAC-occupied Crown-owned and -leased facilities. 2. Determine feasibility of waste audits with PWGSC for leased and Crown-owned facilities.	• Percentage of audits conducted in INAC's Crown-owned and -leased buildings served by a municipality having recycling infrastructure.
	1.5.2 PWGSC–INAC MOU requires multi-material recycling facilities be adopted in all leased and crown owned facilities, by 2002.	1. Work with PWGSC to ensure that as INAC leases are renewed, there are requirements for landlords to provide waste measurement data by stream.	• Receipt of up-to-date waste data from PWGSC on regular basis for INAC-leased buildings served by a municipality having recycling infrastructure. • Percentage of facilities that have conducted waste audits as a proportion of the total possible.
1.6 To make more efficient use of paper.	1.6.1 Fifty percent reduction in paper contamination by 2002.	1. Monitor results of INAC's Papersave program. 2. Conduct a paper audit to determine waste paper streams.	• Number of contaminated blue bins.
	1.6.2 Twenty percent reduction in number of single-sided copies by 2003.	1. Educate users on merits of two-sided copying. 2. Determine the number of single and double sided photocopies made from each HQ machine.	• Percentage reduction of single-sided photocopies made.
	1.6.3 Ten percent reduction in the number of photocopiers at HQ by 2003 (using 84 units as the base).	1. Develop a strategy for the department for photocopiers and printers. 2. Determine total number of photocopiers used in regional offices. 3. Share best practices with regional managers.	• Number of photocopiers (HQ and regions). • Percentage of reductions in the number of photocopiers. • Total amount of savings by reducing number of photocopier contracts. • Total energy savings (approximate).

Goal: Reduce the environmental impact of INAC's internal operations			
Objective	**Targets**	**Actions**	**Performance Measures**
	1.6.4 Twenty-five percent reduction in desk side printers by 2003 (only at HQ).	1. Pilot project at HQ with four digital photocopiers connected to LAN to reduce number of desk side printers. 2. Develop a strategy to reduce the number of desk side printers.	• Percentage of reduction in number of desk side printers as listed in FIS (OASIS).
1.7 To have a fleet which is cost-effective and fuel efficient.	1.7.1 Ten percent reduction in the INAC fleet by 2003.	1. Prioritize vehicles according to age and energy efficiency and phase out those no longer required. 2. Send serviceable but no longer needed vehicles from south of 60• to the northern territories to modernize the northern fleet. 3. Work with PWGSC to ensure large inefficient vehicles are not on the federal government's standing offer.	• Percentage of reduction in the number of vehicles.
	1.7.2 Fifteen percent reduction in fuel consumption in fleet vehicles by 2003.	1. Encourage alternative transportation methods. 2. Distribute Fleetwise and relevant policies to regional staff.	• Percentage of reduction in fuel consumption. • Average fuel consumption (litres/100 km).
	1.7.3 Twenty-five percent of all new vehicle purchases south of 60•, in large urban centres where alternate fuels are available will be alternate fuel vehicles by 2003.	1. Purchase alternative fuel vehicles.	• Number and percentage of alternative fuel vehicles of total vehicles owned.
1.8 To manage INAC-owned program facilities in an eco-efficient manner.	1.8.1 One hundred percent (14) of INAC-owned program facilities assessed for their environmental impacts, by 2002.	1. Conduct a feasibility study to determine the impact of the facilities on the northern biophysical environment. 2. Where appropriate, link management of these properties to SDGO.	• Feasibility study completed. • Percentage of facilities managed in ways consistent with the intent of the SDGO.

Goal: Reduce the environmental impact of INAC's internal operations			
Objective	**Targets**	**Actions**	**Performance Measures**
1.9 To manage real property in ways that minimize environmental impacts.	1.9.1 To replace the DRPIS with ARMS by October 2001.	1. Finalize agreements with EC and PWGSC British Columbia Real Property Services unit to provide a blank copy of ARMS and service agreement on technical support. 2. Employees responsible for real property management receive ARMS training. 3. Upload DRPIS information into ARMS. 4. Ensure integrity and accuracy of the data in ARMS before access is granted to regional staff. 5. Develop training package with EC for INAC employees and PWGSC Real Property Services units.	• ARMS is the departmental real property management system.
1.10 To limit the department's exposure to liability at facilities which are leased to third parties.	1.10.1 One hundred percent of properties with outstanding leases have lease agreements in place, by 2002.	1. Generate a list from ARMS of leased properties without a lease and a list of all leases coming due. 2. Develop template leases and provide them to regions. 3. Require new and outstanding leases to be signed by required date.	• Percentage and number of required leases in place.
1.11 To remediate all identified contaminated sites.	1.11.1 Remediate contaminated sites within 24 months from the date of the final assessment.	1. Ensure that all properties being sought by comprehensive claims for settlement purposes have been assessed for environmental liability. 2. Prepare site-specific remediation action plans and secure funding.	• Number and percentage of sites that have been remediated within one year. • Percentage identified sites with action plans.
1.12 To promote green construction practices.	1.12.1 Integrate requirement for green products in office accommodation, retrofits and lease renewals undertaken by PWGSC, by 2003.	1. Work with PWGSC to ensure that lease renewals incorporate green products in all aspects of the space to be occupied. 2. Design and implement a plan to promote the integration of green products in office accommodations, retrofits and lease renewals.	• Number of office accommodations, retrofits and lease renewals which actively integrate green products.

Goal: Reduce the environmental impact of INAC's internal operations			
Objective	**Targets**	**Actions**	**Performance Measures**
	1.12.2 Introduce green product standards to be used in INAC office accommodation projects (e.g., carpets, paints, glues, lighting) by 2003.	1. Identify green products for use in all INAC offices.	• Number of products abiding by INAC green product standards.
1.13 Reduce the impact employees have on the environment.	1.13.1 Promote selected technological options that can reduce employee impact on the environment.	1. Identify, access and adopt current technologies that: • enable employees to work off-site (e.g. telework); • reduce employee travel (e.g. video-conferencing); and • facilitate information gathering and sharing (e.g., Internet applications).	• Percentage of eligible employees that make use of an option to reduce their impact on the environment.
	1.13.2 Promote public transportation with the EcoPass (National Capital Region only).	1. Co-ordinate with OCTranspo to make EcoPass available to INAC employees in National Capital Region. 2. Share best practices with regional managers.	• Number of employees who purchase an EcoPass.

10. Once baseline data on leased buildings is provided, INAC will set SMART targets for waste reduction in these buildings and will adopt performance measures such as the following:

- Amount of solid waste generated (tonnes);
- Amount of solid waste generated per occupant (tonnes/O);
- Cost of solid waste sent to disposal ($);
- Cost of solid waste sent to disposal per occupant ($/O);
- Amount of solid waste sent to disposal (tonnes);
- Amount of solid waste sent to disposal per occupant (tonnes/O);
- Amount of waste diverted from disposal (tonnes);
- Percentage of waste diverted from disposal (%);
- Number of eligible buildings with waste reduction programs (#);
- Percentage of eligible buildings with waste reduction programs (%).

Conclusion

Striving for sustainable development opens new windows of opportunity for federal departments while also posing great challenges. The greatest challenge involves integrating the principles of sustainable development into all the department does. To benefit fully from adopting an integrated approach to decision making, it is essential that we work in partnership and co-operation with First Nation and Inuit communities and organizations, Northerners and other government departments. INAC commits to working in partnership to develop tools and processes to facilitate this integration.

Although there are other issues that could be addressed through this Sustainable Development Strategy, the department has chosen to make commitments that enhance *Gathering Strength* and departmental strategic direction in areas where there is the greatest potential to have a positive impact. For the North, the department commits to working on common direction and goals that are shared by many federal departments. Within its internal operations, INAC reiterates its commitment to the development and implementation of a comprehensive environmental management system to green its operations.

An internal audit and review of the implementation of the 1997 Strategy recommended that a comprehensive SDS management regime be developed and implemented within the department. SDS 2001-2003 responds directly to this recommendation.

SDS 2001-2003 builds on successes from the first strategy and commits to working in areas where additional opportunities lie. The strategy sets the priorities and direction to which the department is willing to commit both internally and externally — priorities that were identified through working with our external partners and employees since the development of the first departmental Sustainable Development Strategy in 1996.

Ensuring the effective implementation of Sustainable Development Strategy 2001-2003 is consistent with the department's mission to "make Canada a better place for First Nations, Inuit and northern peoples." A shared vision will guide our resolve, as we work together today, to secure a bright tomorrow for Aboriginal and northern children and youth.

Appendix A: Key Legislation

Alberta Natural Resources Act
Arctic Waters Pollution Prevention Act
British Columbia Indian Cut-Off Lands Settlement Act
British Columbia Indian Lands Settlement Act
British Columbia Indian Reserves Mineral Resources Act
British Columbia Treaty Commission Act
Canadian Environmental Assessment Act
Canadian Environmental Protection Act
Canada Lands Surveys Act
Canada Oil and Gas Operations Act
Canada Petroleum Resources Act
An Act Respecting the Caughnawaga Indian Reserve and to Amend the Indian Act
Condominium Ordinance Validation Act
Cree-Naskapi (of Quebec) Act
Department of Indian Affairs and Northern Development
Dominion Water Power Act
Federal Real Property Act
Fisheries Act
First Nations Land Management Act
Fort Nelson Indian Reserve Minerals Revenue Sharing Act
Grassy Narrows and Islington Indian Bands Mercury Pollution Claims Settlement Act
Gwich'in Land Claim Settlement Act
Indian Act
Indian Lands Agreement (1986) Act
Indian Oil and Gas Act
Indian (Soldier Settlement Act)
James Bay and Northern Quebec Native Claims Settlement Act
Land Titles Repeal Act
Mackenzie Valley Resource Management Act
Manitoba Natural Resources Act
Manitoba Supplementary Provisions Act
Natural Resources Transfer (School Lands) Amendment Act, 1961
Nisga'a Final Agreement Act
An Act to Confirm an Agreement Between the Government of Canada and the Government of the Province of New Brunswick Respecting Indian Reserves
An Act to Amend the National Parks Act and to Establish a National Park in the Province of Newfoundland
Northern Canada Power Commission (Share Issuance and Sale Authorization) Act
Northern Canada Power Commission (Yukon Assets Disposal Authorization) Act
Northwest Territories Act
Northwest Territories Waters Act
An Act to Confirm an Agreement Between the Government of Canada and the Government of the Province of Nova Scotia Respecting Indian Reserves
Nunavut Act
Nunavut Land Claims Agreement Act
Pictou Landing Indian Band Agreement Act
Railway Belt Act
Railway Belt and Peace River Block Act

Railway Belt Water Act
St. Peters Reserve Act
St. Regis Islands Act
Sahtu Dene and Metis Land Claim Settlement Act
Saskatchewan Natural Resources Act
Saskatchewan Treaty Land Entitlement Act
Sechelt Indian Band Self-government Act
An Act for the Settlement of Certain Questions Between the Governments of Canada and Ontario Respecting Indian Reserve Lands
An Act Respecting the Songhees Indian Reserve
Split Lake Cree First Nation Flooded Land Act
Territorial Lands Act
Waterton Glacier International Peace Park
Western Arctic (Inuvialuit) Claims Settlement Act
Yukon Act
Yukon First Nations Land Claims Settlement Act
Yukon First Nations Self-government Act
Yukon Placer Mining Act
Yukon Quartz Mining Act
An Act to Amend the Yukon Quartz Mining Act and the Yukon Placer Mining Act
Yukon Surface Rights Board Act
Yukon Waters Act

Appendix B: Acronyms

ADM	Assistant Deputy Minister
AFN	Assembly of First Nations
AP	Administration Program
ARMS	Automated Real Property Management System
CEAA	Canadian Environmental Assessment Agency
CESD	Commissioner of the Environment and Sustainable Development
CIM	cumulative impact monitoring
DAEB	Departmental Audit and Evaluation Branch
DAP	*Yukon Development Assessment Act*
DM	Deputy Minister
DPR	departmental performance review
DRPIS	Departmental Real Property Information System
EC	Environment Canada
ECA	enhanced co-management agreement
EMS	environmental management system
ESS	Environmental Stewardship Strategy
FNFP	The First Nations Forestry Program
FN	First Nation
FNLMA	*First Nations Land Management Act*
GNWT	Government of the Northwest Territories
HQ	headquarters
IBA	Impact and Benefit Agreements
IIAP	Indian and Inuit Affairs Program
INAC	Indian and Northern Affairs Canada
INSDS	Interdepartmental Network on Sustainable Development Strategies
LAB	Lands Advisory Board
LTS	Lands and Trust Services
MOU	memorandum of understanding
ODG	other government department
MVRMA	*Mackenzie Valley Resource Management Act*
NAP	Northern Affairs Program
NCP	Northern Contaminants Program
NRCan	Natural Resources Canada
NSDS	sustainable development strategy for the North
PAS	protected area strategy
PMSGO	performance measurement for sustainable government operations
POP	persistent organic pollutant
PWGSC	Public Works and Government Services Canada

RAI	Resource Acquisition Initiative
RAN	Resource Access Negotiations Program
RCAP	Royal Commission on Aboriginal Peoples
RPP	Resource Partnerships Program
SD	sustainable development
SDS	sustainable development strategy
SDGO	sustainable development in government operations
THA	timber harvesting agreements
TK	traditional knowledge
YTG	Yukon territorial government

Appendix C: Progress on Selected Sustainable Development Strategy 1997 Commitments

The following tables provide an overview of progress made on selected 1997 Sustainable Development Strategy commitments for each of the IIAP, NAP and AP. The summary is by no means comprehensive. Each program had separate sustainable development strategy commitments and, for the purposes of reporting of progress, each followed a different format.

Progress on Selected IIAP Sustainable Development Strategy 1997 Commitments

Goal	Progress
Goal 1: Establish a relationship with First Nations, Inuit and OGDs which will provide a foundation to support and promote sustainable development.	• The Quebec regional office and the Assembly of First Nations of Quebec and Labrador have been working to establish an Aboriginal institute of Sustainable development to pursue community-based sustainable development aspirations. • A feasibility study for the project has recently been completed. • INAC had been working in partnership with the AFN for over two years on the AFN/Lands and Trust Services (LTS) Joint Initiative for Policy Development. • This initiative will identify ways to move greater control of LTS functions to First Nations (FNs) and capacity building needs within FN communities to manage these new responsibilities.
Goal 2: Integrate sustainable development into departmental decision-making processes.	• The First Nations Forestry Program's criteria have been modified to reflect sustainable development principles. • The Professional Development Program under *Gathering Strength* has recently been modified to consider sustainable development principles during project selection. The program also requires funding recipients to report on how the funded projects contribute to sustainable development.
Goal 3: Improve, maintain and support interrelationships between healthy environments and communities.	• INAC has been working with 14 FNs to develop and implement sound environmental assessment and environmental protection regimes under the terms of the *First Nations Land Management Act*. As a result, these communities will assume greater community-based decision-making authority in the area of environmental management. • Through the Environmental Issues Inventory Program, the IIAP has been working to identify and remediate contaminated sites on reserves. A commitment to work in partnership with FN to improve the quality of the physical environment on reserves will continue and is also a key component of sustainable development.

Goal 4: Support and enhance sustainable economic development opportunities to support First Nation and Inuit livelihoods.	• A political forum was held with OGDs, chartered financial institutions and FNs to examine the challenges posed by the *Indian Act* in relation to issues such as access to capital, on-reserve lending, mortgaging, collateral and funding certainty. This process resulted in the development of tools (manuals and the Web sites) for lending institutions, private sector, and FNs to educate and assist in the lending process between financial institutions and FNs. • The Western James Bay Grid Extension project extended the power lines in Northern Ontario from Moosonee to Attawapiskat, giving communities access to a safe, reliable and environmentally responsible source of power, replacing costly and environmentally hazardous diesel generators. The project provides reasonably priced power for public and private sector development, retains hydro fees in the community, and provides short- and long-term jobs in the community.
Goal 5: Support and contribute to the sustainability of TK and cultures.	• There are few opportunities within the IIAP's mandate to contribute to the sustainability of traditional knowledge and cultures directly. However, all efforts related to the promotion of community-based decision making, the development of appropriate governance structures, and the devolution of authority to FNs afford the opportunity for the development and implementation of processes that promote and respect traditional cultures and values. • In 1999-2000, the IIAP, in partnership with the Band and the Ontario provincial government, assisted Cape Croker First Nation's efforts to purchase land adjacent to the reserve that is of historical and cultural significance to the Band members.

Progress on Selected Sustainable Development Strategy Commitments for the North

Actions	Progress
Goal 1: To strengthen communities by facilitating capacity building	
Objective 1: To promote northern development.	
Support the establishment of Nunavut by developing infrastructure, delivering training, establishing financial transfer arrangements and holding elections.	• New government for Nunavut was established April 1999. • Legislative building was completed. • Elections were held February 1999. • 600 Inuit have been trained. • 146 houses had been constructed by April 1999. • Government of the Northwest Territories undertook 200 infrastructure projects.
Encourage the development of a devolution framework agreement in the NWT.	• Tripartite discussions were held and a historical assessment was undertaken. • A common information base and parameters for devolution are being developed. • Devolution and resource revenue sharing are under discussion at the Intergovernmental Forum (NWT).
Participate in the development of a viable constitution for the NWT.	• In October 1998, members of the Constitutional Working Group agreed to suspend this work.

Objective 2: To increase the capacity of northern communities, particularly the Aboriginal ones, to benefit from economic and resource development opportunities.	
Include INAC's sustainable development principles in funding criteria of Resource Access Negotiation program.	• Sustainable development principles have been incorporated in economic development funding program guidelines in the NWT (e.g., RAN, Economic Opportunity Fund Program and RAI.
Objective 3: To increase Aboriginal capacity in management, administrative, business and technical skills.	
Use INAC contracting to promote Aboriginal employment, training and sub-contracting opportunities.	• Directory for Aboriginal procurement is on INAC's Web site. • Goods and service contracts awarded through Aboriginal Procurement Policy in the North have increased (e.g., Aboriginal suppliers were involved in the fire suppression and forest management programs in the Yukon). • The Contaminated Sites Program in the territories allows for Aboriginal involvement in all projects involving employment or environmental training (e.g., the Na Cho Nyak Dun First Nation was involved with the integration of a training program and the completion of a site assessment).
Goal 2: To facilitate and maintain effective partnerships	
Objective 1: To strengthen partnerships with other government departments, northern governments, regional boards, Aboriginal organizations and public institutions to promote sustainable development.	
Promote the development of a federal Sustainable Development Strategy with OGDs and new resource management bodies in consultation with key stakeholders.	• Interdepartmental team for a federal government Sustainable Development Strategy has been formed. • Regional advisory teams have been created.
Work with the transition boards in the NWT, GNWT and claims groups to establish and prepare for the creation of the new resource management boards.	• Most transition boards in the Mackenzie Valley were replaced by operating boards. • A unit to work with the new boards was established in April 1998. • The Gwich'in Land and Water Board, Gwich'in Land Use Planning Board, Sahtu Land and Water Board, Sahtu Land Use Planning Board, and the Mackenzie Valley Environmental Impact Review Board have been established.
Co-ordinate with the territorial governments, NRCan and industry, the continued development and delivery of geoscience programs.	• NRCan and INAC have negotiated collaborative agreements pertaining to geoscience with GNWT and the Nunavut government. • Geoscience information is being compiled in, or converted to, digital formats and shared with OGDs, First Nations, Inuit and industry. • A geoscience office has been established in Nunavut.

Goal 3: To integrate sustainable development into departmental and inter-departmental decision making	
Objective 1: To increase the opportunities for northerners to participate in decisions that affect their future.	
Implement the Interim Resource Management Assistance Program for First Nations without settled land claims in the NWT, and to deliver the Band Resource Officer Program for Yukon First Nations.	• Funds were distributed to eligible Bands, Métis and regional organizations in the NWT for such activities as community meetings to review resource development projects. • Workshops have been conducted to evaluate the success of the program, to share information and for training. • Agreement on a band officer program was reached by the Yukon territorial government, the 14 First Nations in the Yukon and INAC on the nature of the program.
Complete a northern science and technology strategy, and report annually.	• A biennial federal framework and research plan for Northern Science and Technology now forms the basis of priority setting.
Objective 2: To achieve increased acceptance of traditional knowledge and practices by communities and throughout Canada in terms of resource management.	
With Aboriginal peoples and others, work toward a policy for the use of traditional knowledge in resource management.	• The Council for Yukon First Nations received funding to develop TK guidelines for Yukon First Nations. • INAC undertook two studies on TK in decision making in the NWT. • INAC funded the publication *Traditional Knowledge for Dummies.*
Goal 4: To maintain and support healthy environments	
Objective 1: To ensure that INAC's residual regulatory activities complement the activities of resource management boards and resource councils.	
Maintain and, where feasible, restore healthy aquatic ecosystems through the identification, assessment and control of point sources of water pollution and transboundary water pollution.	• The Mackenzie River Basin Board, which implements the terms of the Mackenzie River Basin Agreement, was set up in spring 1999. • Studies include potential mine sites, the Peel River Winter Base Flow Water Quality Study and the headwaters region of the Coppermine River. • A five-year program for the evaluation of point-source contaminants includes the assessment of downstream impact of mining on fish and habitat. Local point-source contaminant concerns have been assessed. In all instances the responsible party was notified and the problems were dealt with within two months.
Objective 2: To address, as a priority, waste sites where there are risks to health and safety, and legal obligations exist.	
Finalize and implement a policy for the management of abandoned hazardous waste sites involving evaluation, remediation or risk management in a consistent manner.	• The draft policy on the management of contaminated sites in Canada's North has undergone internal review. • The focus of the Contaminated Sites Program has been the remediation of Resolution Island through partnership with Qikiqtaaluk Corporation of Nunavut. • Of the 2000 sites in the northern inventory, 254 require assessment and remediation or risk management.

Objective 3: To work nationally and internationally to reduce and, wherever possible, to eliminate contaminants in traditionally harvested foods, while providing information that assists individuals and communities to make informed decisions in their food use.	
In co-operation with OGDs and the territorial governments, identify contaminant sources and their transport to the Arctic; assess contaminant levels in fish and wildlife and their effects on the health of northern ecosystems; and assess the potential effects of contaminants on human health and in the context of northern populations using local country foods.	• The Canadian Arctic Contaminants Assessment Report, containing a synthesis of research results of the Northern Contaminants Program (NCP) was published in 1997. • Quality assurance and quality control of data produced through the program has been carried out by means of inter-laboratory comparison. • NCP Blueprints which provide strategic direction for funding decisions were developed in 1998. • There is a continuing program of research, monitoring and assessments related to contaminants in the northern environment and their effects on the health of northern ecosystems, particularly on traditionally harvested foods and the local people who consume them. • Information has been disseminated to assist northern people to make informed decisions about food choice. • Results have been used to substantiate Canada's call for international action on contaminants affecting traditionally harvested foods.
Goal 5: To develop and maintain sound natural resource management regimes	
Objective 1: To promote the integration of environmental protection and resource development activities.	
Develop and implement new resource management legislation pursuant to land claims agreements: *Mackenzie Valley Resource Management Act, Mackenzie Valley Surface Rights Act, Nunavut Waters and Surface Rights Tribunal Act, Nunavut Resource Management Act* and the *Yukon Development Assessment Act.*	• The MVRMA has been proclaimed. • Work progresses on the Nunavut bills. • Yukon-wide consultation on the *Yukon Development Assessment Act* draft has been undertaken.
Objective 2: To promote the practice of sustainable development among industries and other resource users.	
Encourage Impact and Benefit Agreements between resource developers and Aboriginal groups.	• A study of the need for, and potential benefits of, an IBA policy has been undertaken. • Four IBAs were signed with BHP in April 1999.
Objective 3: To promote sustainable development in the planning and management of natural resources.	
Support the territorial governments in the preparation of protected areas strategies.	• A process has been developed in the NWT and Yukon for the establishment of protected areas that promote a balanced approach to land use decisions and incorporates the best available traditional, ecological, cultural and economic knowledge.

Goal 6: To meet the department's international obligations in support of sustainable development	
Objective 1: To provide a forum for discussion among circumpolar nations on sustainable development.	
Prepare and administer a conference.	• Circumpolar Conference on Sustainable Development in the Arctic was held in May 1998 with representatives of all circumpolar nations and the Permanent Participants of the Arctic Council. • A special edition of the *Northern Review* was published by Yukon College with the proceedings of the conference. • Recommendations from the conference have been broadly distributed in northern Canada and other Arctic countries.
Objective 2: To contribute to the development of international controls of persistent organic pollutants.	
Canada to take a lead role in negotiations so that a northern hemisphere protocol under the Long Range Transboundary Air Pollution Convention is available for signature by spring 1998.	• A United Nations Economic Commission for Europe Agreement was signed in June 1998 by 34 countries to control the release of POPs and heavy metals. • The protocol was ratified by Canada in December 1998. • Preparations are now under way for a global agreement on POPs. • A special committee is planning for monitoring compliance and effectiveness of controls for POPs.

Progress on AP's Sustainable Development Strategy Commitments

Target	Action	Progress
Fleet		
Fleet optimization.	Examine and compare feasibility and cost-effectiveness of transportation alternatives in the Atlantic and Yukon regions.	• The reports have been completed. • Next steps to be determined by the head of Environmental Management and Real Property Services, AP managers and the regions.
	Develop and implement action plan to ensure INAC complies with the TB Motor Vehicle Policy.	• Completed.
Energy efficiency and emission reduction.	Replace all pre-1988 vehicles with newer, more efficient models.	• Six of the remaining pre-1988 vehicles have been disposed of. • There has been a delay in disposing of the remaining vehicles due to devolution of powers to the YTG.
	Purchase the most fuel efficient vehicles operationally feasible.	• Up-to-date information being sent to the Regions on an ongoing basis.

	Comply with *Alternative Fuels Act* requirements.	• The act is being adhered to. • Next steps to be determined by the head of Environmental Management and Real Property Services, AP managers and regions.
Training and awareness.	Deliver training on environmental issues related to transportation planning and fleet management.	• Completed. • Follow-up actions are needed to reinforce the HQ and TB policies.
EMS alignment.	Assess whether existing financial system captures personal motor vehicle daily rentals and taxi expenses by location.	• Ongoing discussions with TB and Fleetwise committee to determine the requirements.
Procedures and controls.	Develop best practices guidelines consistent with the fleet policy.	• Amendments to the Fleet Management Manuel have been completed.
Procurement		
Environmental policy.	Incorporate environmental considerations into the procurement policy.	• Completed and on the intranet Web site. • Some changes are being considered to make the site more user friendly.
	Define roles and responsibilities.	• Completed.
Increased awareness.	Develop a profile of procurement practices and identify key products (i.e., largest volume, highest value or greatest environmental impact).	• Phase 1 completed: a letter was sent to the regions in August 1998 with a request to produce an action plan. • Phase 2: progress follow-up necessary.
	Develop a guide for green procurement outlining available resources, product specifications and product evaluation methods.	• This has been included on the intranet Web site.
Facilitate green procurement.	Assess management system capabilities for meeting reporting requirements.	• Examining potential to incorporate green procurement module in Oracle FIS software once it is implemented (April 2001).

Land Use and Facilities Management		
Develop and comply with green real property policy.	Integrate environmental considerations and legal requirements into a real property policy.	• Completed.
Prevent, mitigate and remediate current environmental liabilities (petroleum storage tanks, PCBs, asbestos and other hazardous wastes.	Complete Phase 1 assessment of environmental issues (inventory), legal liability and environmental assessment.	• Completed.
	Compile detailed information on location, age and condition of materials for priority issues.	• Administrative services managers in consultation with PWGSC and the regions will determine next steps once new Automated Real Property System is in place.
	Develop and implement a prevention, mitigation and remediation action plan to comply with the *Canadian Environmental Protection Act* and other regulatory and policy requirements.	• In consultation with PWGSC and the Regions, the AP has begun this process. • Work plan to be developed upon completion of Phase 2.
	Register storage tanks according to regulations.	• Storage tanks at departmental facilities have been registered. • DPR contains a section on storage tanks. • Remediation plan to be done in consultation with PWGSC.
Implement processes for green management of real properties.	Review lease status and clarify issues, including lease obligations, liabilities, management and control processes.	• This project has been delayed. • Next steps will be determined by the head of Environmental Management and Real Property Services, along with AP managers and the regions. • ARMS will have the capability to allow the AP to be more proactive in this area.
	Negotiate a formal specific service agreement with PWGSC (Real Property Services) incorporating environmental considerations.	• Completed.
Increase awareness of issues related to green property management.	Develop best practices guidelines for employees that are consistent with PWGSC guidelines.	• Completed. • Copies of the best practices guides have been sent to the regions.

Solid Waste		
Solid waste assessment.	Develop waste production profiles for each region (extrapolate from existing waste audits).	• Completed and sent to the regions.
	Develop an inventory of regional waste reduction initiatives, noting regional issues.	• Work has begun but considerable follow-up action is required.
	Investigate additional opportunities for reducing and diverting material from waste stream.	• To be done in consultation with PWGSC and the real property managers.
Three Rs program.	Analyze gap analysis and develop an action plan to create new and enhanced reduce, reuse and recycle programs.	• No progress to date.
Training and awareness.	Enhance environmental awareness program to encourage the three Rs and identify best practices.	• Working with the PWGSC and other interdepartmental committees to increase employee awareness.
Energy use and management status.	Determine energy use in INAC-owned buildings with emphasis on Yukon territory (review existing energy audits and energy bills).	• Yukon Central Stores review has been completed and the report finalized. • Renovations to the building (roof and siding) will pay for themselves in a few short years.
Promote energy efficiency and conservation.	Develop awareness initiatives to encourage employees and INAC tenants to use energy efficiently (e.g., turn off lights, machines).	• To be done in consultation with the PWGSC.
	Promote substantive initiatives (e.g., building envelope, HVAC and lighting systems) by examining potential for involvement in FBI.	• To be done in consultation with the PWGSC.
	Ensure new building construction meets National Energy Code requirements for energy efficiency.	• Completed in consultation with the PWGSC.
Determine water consumption and management status.	Determine existing building water use for INAC-owned buildings, with emphasis on Yukon territory.	• Yukon Central Stores review has been completed and the report finalized and it was decided that it was not cost-effective.
Promote water conservation.	Develop awareness initiatives to encourage employees and INAC tenants to conserve water in workplace (e.g., turn off taps, watch for leaks, etc.).	• To be done in consultation with the PWGSC.
	Determine feasibility of installing water saving devices on existing systems, and low-use equipment during renovations, and develop action plan for INAC properties based on review.	• To be done in consultation with the PWGSC. • Need to look into Lab and Rock Core Library in the NWT, as well as rock cutting facility in Yukon.

Partnership with the PWGSC.	Develop guiding principles for working co-operatively with the PWGSC to support and enhance green office practices. These principles might include guidance on issues regarding occupancy agreements, procurement activities, facility management issues.	• Initial meeting for the development of an agreement have taken place. • This target has been carried over and is now an objective in AP Sustainable Development Strategy 2001-2003.